Contact for apologies:	Sue Hammond
	8384 0747 or sue.hammond@onkaparinga.sa.gov.au
Contact number for meeting venue:	8384 0614

11 February 2021

NOTICE OF MEETING

NOTICE IS HEREBY GIVEN in accordance with Section 83 of the *Local Government Act 1999* that an **Ordinary meeting of Council** of the City of Onkaparinga will be held on **Tuesday 16 February 2021** at **6.30pm** at the Council Chamber at the Civic Centre, Ramsay Place, Noarlunga Centre for the purpose of considering the items included on the attached agenda.

A recording of this public meeting will be conducted and published to council's website. Vision of persons present in the gallery will be captured in the recording.

We recognise that the land on which we meet has considerable natural and cultural heritage, including thousands of years of traditional ownership by Kaurna.

Scott Ashby
Chief Executive Officer

Disclaimer: Please note that the contents of the Council Agendas have yet to be considered by Council and recommendations contained herein may be altered or changed by the Council in the process of formally making decisions of Council.

City of Onkaparinga
PO Box 1
Noarlunga Centre
South Australia 5168

www.onkaparingacity.com

Noarlunga office
Ramsay Place
Noarlunga Centre 5168
Ph: 8384 0666

Aberfoyle Park office
The Hub
Aberfoyle Park 5159
Ph: 8384 0666

Aldinga office
11 Central Way
Aldinga Beach 5173
Ph: 8384 0666

Willunga office
St Peters Terrace
Willunga 5172
Ph: 8384 0666

Woodcroft office
175 Bains Road
Morphett Vale 5162
Ph: 8384 0666

AGENDA

Council Meeting 16 February 2021

VENUE:	Council Chamber Civic Centre, Ramsay Place, Noarlunga Centre
TIME:	6.30pm
APOLOGIES:	
LEAVE OF ABSENCE:	Nil

Pledge

We recognise this City's considerable natural and cultural heritage, including thousands of years of traditional ownership by Kaurna, and the more recent contribution from people either born here or who have migrated here. As we meet together, we build on this heritage by respecting and listening to each other, thinking clearly, being receptive to new ideas, speaking honestly, and deciding wisely for the current and future well-being of those we serve.

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CITYOFONKAPARINGA

CITYOFONKAPARINGA

1. Opening of meeting

2. Confirmation of minutes

That the minutes of the proceedings of the Council meeting held on 19 January 2021 be received and confirmed as an accurate record of those proceedings.

3. Adjourned business

Nil.

4. Leave of absence

Nil.

5. Mayor's Communication

5.1 Mayor's Report

Cherry Gardens Bushfires

We are grateful to the SA Country Fire Service, and the volunteer firefighters and emergency service personnel who battled the fires at Cherry Gardens in January.

Once the fires were extinguished, our Council crews were on the ground clearing the roads of fallen trees and debris, as well as carrying out assessments to make further removals of trees posing a risk of causing further damage.

City of Onkaparinga partnered with the Local Government Association of South Australia and Red Cross to work to understand the full impact on the community, and ensure residents receive the support they need.

We will continue to reach out to affected residents and work to improve our responses in case of future bushfires.

Australia Day Awards 2021

The 2021 City of Onkaparinga Australia Day Awards were presented at the Hopgood Theatre.

Our 2021 Citizen of the Year was awarded to Paul Crate; Angus Miller was the recipient of the Young Citizen of the Year award and Jessica Jones Wildlife Event was awarded the Community Event of the Year.

These prestigious awards celebrate the outstanding contribution made by each recipient to their communities.

Thank you to the Australia Day Awards Committee for their time in reviewing the nominations for the Australia Day Awards. The Committee consisted of myself, Deputy Mayor McMahon, Cr Eaton with community representatives Helen Mikolaj and Joyal James.

Australia Day Citizenship Ceremony

Our Australia Day Citizenship ceremony was held after our Australia Day Awards presentation.

It was my honour to welcome 45 new citizens to our city from 18 different countries at the Hopgood Theatre with a performance from the Onkaparinga City Concert Band.

Australia Day Breakfasts

Four well-attended Australia Day breakfasts were held in our city.

I attended the Noarlunga breakfast coordinated by the Rotary Club of Morphett Vale.

Thank you to Deputy Mayor McMahon who attended the breakfast at Willunga, coordinated by the Rotary Club of McLaren Vale; Cr Peat who attended at Aldinga, coordinated by the Aldinga Community Centre, and Cr Eaton who attended at Happy Valley breakfast, coordinated by the Happy Valley Sports Park.

Santos Festival of Cycling

I was excited to welcome women riders, who for the first time participated in the Queen stage of Willunga Hill for the Santos Festival of Cycling.

The starting point for the race was the iconic d'Arenberg Cube in McLaren Vale. The inaugural Queen of the Mountain title was claimed by race favourite, Sarah Gigante.

The Mayor's Summer Reading Club

Local children accepted the challenge to pick up a book and read every day during the school holidays.

The Summer Reading Club finale was held at the Woodcroft Morphett Vale Neighbourhood Centre, and the challenge was supported by libraries across the city who provide fantastic services to our community.

Our Saviour Lutheran School

During my visit to Our Saviour Lutheran School, I spoke to a group of year 6s and 7s about the importance of leadership and how putting your hand up to lead can make a difference. The emerging school leaders asked some impressive and challenging questions, and clearly had a good understanding of local issues.

Go South Go Local Campaign

As part of the Go South Go Local campaign which encourages the community to support local businesses, four city waste trucks have been given a Go South Go Local makeover to help spread the word to the community how they can support local business and make a difference.

Elected Member Representation

Thank you to Cr Jamieson for representing me for Southern Montessori School's launch of their Reconciliation Action Plan. The launch included a smoking ceremony performed by Jack Buckskin and the unveiling of the school's new Welcome to Country plaque.

Thank you to Deputy Mayor McMahon for representing me at the Australian Asian Chamber of Commerce 2021 Cellar Door Fest and launch of their 'I love SA' campaign.

CITYOFONKAPARINGA

Correspondence

Att 1	Hon David Speirs MP, Minister for Environment and Water	Field River Valley Linear Park Project
Att 2	Michael Lennon, Chair, State Planning Commission	South Australia's new Planning and Design Code
Att 3	Hon Michelle Lensink MLC, Minister for Human Services	Southern Domestic Violence Action Group (Southern DVAG)

Mayor's calendar

My activities between 15 January 2021 and 12 February are reflected in Attachment 4.

The Deputy Mayor's activities are reflected in Attachment 5.

Thank you.

Erin Thompson

Erin Thompson
Mayor

Recommendation

That Council note the 16 February 2021 Mayor's report.

CITYOFONKAPARINGA

**Government
of South Australia**

Office of the Minister for
Environment and Water

81-95 Waymouth Street
Adelaide SA 5000

GPO Box 1047
Adelaide SA 5001

Tel   08 8463 5680
minister.speirs@sa.gov.au

20EW0011768

Mayor Erin Thompson
City of Onkaparinga
Email: Erin.Thompson@onkaparinga.sa.gov.au

Dear Mayor Thompson

On the 16 December 2020, I convened a meeting of relevant stakeholders where I discussed the opportunity to establish the Field River Valley Linear Park project. I shared my vision for the Field River Valley to be restored, in collaboration with partners, to become a unique and accessible green urban wilderness, boasting a healthy urban waterway, a strategic biodiversity corridor and significant recreational opportunities.

A long-term, multi-partner project in the Field River Valley will secure a strategic link between Glenthorne National Park and the coast, and build on past and current restoration activities. As we discussed at the initial meeting, this project could incorporate many recreational opportunities for members of the community to connect with nature, provide important habitat for wildlife, as well as options to restore the hydrology of the Field River and Sheidow and Glenthorne Creeks and reduce harmful runoff entering Gulf St Vincent.

The proposed Field River Valley project area is located in the Green Adelaide Landscape Board region, with the river forming a natural boundary between the City of Onkaparinga to the south and the City of Marion to the north. Green Adelaide's landscape priorities align closely with the key objectives of the Field River project, and the project would promote enhanced liveability of the surrounding urban environments; improved accessibility to nature and recreational activities; improved biodiversity conservation and habitat for threatened species; enhanced green space and urban cooling; and would secure land tenure for conservation.

I am writing to seek your support and commitment to progress with the development of a partnership agreement and project plan to deliver the Field River Valley project. Partners to this agreement will form a taskforce, comprising representatives from:

- Department for Environment and Water
- City of Onkaparinga
- City of Marion
- Department for Energy and Mining
- Department for Infrastructure and Transport
- Attorney General's Department (Planning and Land Use Services); and
- the Glenthorne Partnership.

Subject to your commitment to this project, I intend to convene an initial taskforce meeting in late January 2021 and I look forward to working with you on this exciting opportunity.

For further information regarding this matter, please contact Stuart Collard, Manager, Operations Green Adelaide within the Department for Environment and Water on stuart.collard@sa.gov.au or 8463 3745.

Yours sincerely

DAVID SPEIRS MP
Minister for Environment and Water

Date: 11|1|2021

cc: Mr Scott Ashby (scott.ashby@onkaparinga.sa.gov.au)

CITYOFONKAPARINGA

STATE
PLANNING
COMMISSION

Level 5, 50 Flinders Street
Adelaide SA 5000

GPO Box 1815
Adelaide SA 5001

08 7109 7466
saplanningcommission@sa.gov.au

29 January 2021

Mayor Erin Thompson
City of Onkaparinga

mail@onkaparinga.sa.gov.au
Erin.Thompson@onkaparinga.sa.gov.au

Dear Mayor Thompson

I am pleased to confirm that the third and final stage of South Australia's new Planning and Design Code (the Code) is set to go live in metropolitan areas of South Australia on Friday 19 March 2021. This is the final stage in a process which began with the formation of the Expert Panel on Planning Reform in 2013.

I want to thank everyone for their contributions to the new system. These changes are inevitably complex, but we are on the edge of major and nationally significant improvements to how we plan our state.

The new system provides a much better platform for local, regional and state policy. The public should be assured the new system preserves the best of our past and looks ahead in a balanced but sure-footed way.

Stakeholders now have seven weeks to explore the ePlanning system and familiarise themselves with how the PlanSA portal works in preparation for Phase Three 'go live' on Friday 19 March.

All key users of the system should avail themselves of the multiple opportunities to train and familiarise themselves with all aspects of the system. Substantial resources and support are available for everyone to be able to access the benefits of the new system.

More than 750 professionals have already participated in PlanSA training sessions held in late 2020 with a further 2000 registered for training in early 2021. Further sessions for community members will be made available closer to Phase Three commencement. During these sessions PlanSA representatives will demonstrate how the new ePlanning system works and how to lodge a development application.

It is expected that further refinements will be made to the Phase Three Code prior to launch in response to the latest round of public consultation. As such the draft Phase Three Code currently available for review on the PlanSA portal is 'subject to change'.

Importantly, any development applications submitted prior to 19 March 2021 for metropolitan areas will continue to be assessed and approved under the current planning system. The launch of the new planning system will not affect any development application already in progress.

We genuinely appreciate your support and collaboration. Your valuable input to date has helped guide and shape the Code.

#16612333

saplanningcommission.sa.gov.au

Government of South Australia
Attorney-General's Department

It is worth remembering the conclusions of the Expert Panel's review of the Planning System:

- *There are too many plans*
- *There are too may versions of the same rule*
- *Planning documents are convoluted and cumbersome*
- *It takes too long to update plans and rules*
- *The system is straining under the burden of assessment*
- *Assessment is too long and involves much more effort than it warrants*
- *Planning is not integrated with other government plans and policies*

The Online Planning System for South Australia's Outback and Rural Areas can be accessed here: https://code.plan.sa.gov.au

The draft Online Planning System for South Australia's Urban Areas can be accessed here: https://consult.code.plan.sa.gov.au

Details and registrations for all PlanSA learning opportunities and education sessions can be found here: http://saplanningreform.eventbrite.com

For more information visit www.plan.sa.gov.au or contact the PlanSA Service Desk on 1800 752 664 or email PlanSA@sa.gov.au.

We look forward to working with you in the interests of all South Australians.

Yours sincerely

Michael Lennon
Chair

CITYOFONKAPARINGA

**Government
of South Australia**

Minister for Human Services

Level 12 South
1 King William Street
Adelaide SA 5000
GPO Box 2832
Adelaide SA 5001
DX 115
Tel 08 8463 6560
Fax 08 8463 4480

20MHS/1030

Mayor Erin Thompson
Office of the Mayor
City of Onkaparinga
PO Box 1
NOARLUNGA CENTRE SA 5168

Dear Mayor Thompson

Thank you for your letter in support of the Southern Domestic Violence Action Group (Southern DVAG) and their proposal to establish an outer southern domestic violence hub.

Specific to the Southern Adelaide region, the South Australian Government funds Women's Safety Services SA to provide the Southern Domestic Violence Service (located in Morphett Vale). Other services for women who have experienced or are experiencing domestic, family and sexual violence (DFSV) in the Southern Adelaide region include:

- INDIGO 40 – Beach Road, Christies Beach 8384 2427
- SHARK CAGE GROUP – O'Sullivan Beach 8186 8900
- SPECIALISED FVS – Uniting Communities - 107 Dyson Road Christies Beach 8202 5190
- Strength to Strength – Anglicare – Hackham 8186 8900
- Women's DV Court Assistance – Christies Brach Court, 96 Dyson Road 1800 246 642
- GP PLUS Super Clinic Noarlunga Women's Health Service – 8384 9555
- Family Relationship Centre Noarlunga – 8202 5200

Women living in the Southern Adelaide region also have access to statewide DFSV services, including a number of new initiatives implemented by the Marshall Liberal Government:

- The Domestic Violence Crisis Line, which has received additional funding to operate 24/7
- The Domestic Violence Disclosure Scheme, a key early intervention measure to identify and assist people at risk of harm
- A new Personal Protection App to link at-risk women to police and DV services
- New crisis beds and wrap around support, six of which are located in the southern metro region

- 1 -

SOUTH
AUSTRALIA

As you are aware, the Marshall Liberal Government committed to delivering safety hubs across South Australia's regions. Safety hubs provide a single point of contact for women and their children to ensure they can access the supports they need, and that interventions and responses are appropriate. They provide a discreet space to access services in communities where people are often known to one another.

Safety hubs provide an opportunity to act as a single point of referral and information on domestic and family violence services and resources within the community. They can also provide support to community members on how to assist someone they know who may be experiencing violence.

The reason that the focus has been on regional sites, is because the metropolitan area is already covered by Women's Safety Services SA multi-agency hub.

While there is no current commitment by the Government to open a safety hub in the Southern region, the southern roundtable consultation process will provide an opportunity for the Southern DVAG and other services in the region to discuss the potential development of an information and referral safety hub model.

The election commitment to develop safety hubs did not include a funding allocation, as there are services already in existence which cover all regions, including metropolitan Adelaide.

Due to the impacts of COVID-19, the southern roundtable discussion scheduled for 2020 was postponed. The Office for Women is planning to hold a face-to-face southern roundtable on 24 February 2021 with invitations to be sent early next year.

I would welcome your attendance at the southern roundtable and have requested that you receive an invitation once preparations are completed.

Yours sincerely

Hon Michelle Lensink MLC
MINISTER FOR HUMAN SERVICES

21 / 12 / 2020

- 2 -

Mayor's Calendar 15 January 2021 to 12 February 2021	
January	
15	Council Meeting
18	LG Research and Development Scheme Advisory Committee
	Australia Day Awards
19	Meeting with Staff
20	Meeting with MP
	Meeting with Adopt A Spot
	Meeting with Resident
	SALA Festival Event
21	Meeting with MP
	Mayor's Summer Reading Club Finale
22	Video filming
23	Santos Festival of Cycling Event
25	Meeting with Mayor
26	Australia Day Breakfast
	Australia Fay Awards Presentation
	Australia Day Family Fair
27	Video filming
	Meeting with Mayor
28	Meeting with MP
29	Meeting with MP and Mayor
	Visit Our Saviour Lutheran School

February	
1	Visit Aldinga Community Centre
	Meeting with resident
2	LG Reconciliation Industry Network Launch
	Meeting with Staff
	Strategic Directions Committee
3	Meeting with Staff
4	Meeting with MP
	Meeting with Resident
	Funeral of community member
	CEO Performance Management Committee

5	Tribe FM
	Cherry Gardens Community Bushfire Meeting
6	Neporendi Aboriginal Forum Inc Annual General Meeting
9	Meeting with Mayor
	Meeting with Morphett Vale Netball Club
10	Dirt Bikes Community Meeting
	Aberfoyle High School Year 12 Graduation (class of 2020)
11	Community Information Session for Draft Sellicks Beach Structure Plan
	Meeting with Residents

CITYOFONKAPARINGA

Deputy Mayor's calendar 15 January 2021 to 12 February 2021

January	
15	Council Meeting
26	Australia Day Breakfast

February	
2	Strategic Directions Committee
4	CEO Performance Management Committee
6	Australian Asian Chamber of Commerce 2021 Cellar Door Fest
9	Elected Members Session – Long Term Financial Plan Modelling

6. Presentations

6.1 Presentation of Jim Crawford Award for Innovation in Public Libraries for the Southern Deadly Yarns Project

7. Deputations

7.1 Willunga Basin Trail – Christopher Davies

Request form shown at attachment 1.

CITYOFONKAPARINGA

Request for Deputation

(If a deputation is approved this form will be published in the relevant Council or Committee agenda)

I hereby request to be heard at the Council meeting on 16 February 2021

Name: Christopher Davies

I will be speaking as the spokesperson of a group of persons: ☒
If so, please advise name of group and name of person authorising on behalf of the group:

Willunga Basin Trail Inc.

 Self, as Chair.

The topic or issue I wish to speak about is: *(please give sufficient details of the matter to enable consideration of your request for a deputation)* **Progress update**: *to inform the Elected Members of work done since last deputation on 9th February 2016, when support was given by the Councillors for inclusion of the Willunga Basin Trail in the Trails and Cycling Strategic Management Plan.*
The relevance to Council in relation to the subject matter is: *Willunga Basin Trail Inc. is a volunteer community organisation. We have established 75% of the 130 km hiking trail, designed by the group.* *Council is our major partner in this endeavour.* *Completion is due by 31 October this year.*
What expectations do you have of Council as a result of this deputation? *We respectfully request that* *1)staff give highest priority to facilitating finalisation of the Willunga Basin Trail by October 31 this year.* *This includes negotiations with both private and public landowners, where issues are still to be resolved ,* *…and* *2)that sufficient funds be allocated for the purchase of easements and associated survey works, the amounts to be determined by the relevant Council Officers and included in the allocations for Financial year 2021/2022.*
What benefit will be delivered to the general community as a result of this deputation? *The City of Onkaparinga will have a world class hiking trail of 5 days duration, with the associated opportunities for business, including small businesses ,to participate with accommodation and services to hikers.* *The people who live in this wonderful area will have a recreational asset within a reasonable distance of home.*

ECM DSID # 3654037 Updated 3/2/21

CITYOFONKAPARINGA

8. Presentation by Committee chairpersons and reports to Council by Council Committees

8.1 Strategic Directions Committee meeting minutes of 2 February 2021

Report contact	**Meeting**
Sue Hammond, Council and Committee Meeting Coordinator 8384 0747	Council
Approving officer	**Date**
Chris White, Director Corporate	16 February 2021

1. Purpose

A meeting of the Strategic Directions Committee meeting was held on 2 February 2021.

Agenda for this meeting is available on the website here

There are no items that require a resolution of Council.

2. Recommendations

That Council note the minutes of the Strategic Directions Committee meeting held on 2 February 2021 as attached to the agenda report.

3. Attachments

Attachment 1 – Minutes of the Strategic Directions Committee meeting of 2 February 2021 (7 pages)

- END OF REPORT –

CITYOFONKAPARINGA

MINUTES

Strategic Directions Committee Meeting
2 February 2021

VENUE:	Council Chamber Civic Centre, Ramsay Place, Noarlunga Centre
MEETING COMMENCED:	6.30pm
PRESENT:	Mayor Thompson Cr Bray Cr Brown Cr de Graaf Cr Eaton Cr Greaves Cr Jamieson Cr McMahon (Chair) Cr O'Brien Cr Olsen Cr Peat Cr Themeliotis Cr Tonkin
APOLOGIES:	Nil
LEAVE OF ABSENCE:	Nil
ABSENT:	Nil

CITYOFONKAPARINGA

1. Opening of meeting

Cr McMahon officially declared the meeting open at 6.30pm.

2. Confirmation of minutes

MOVED Cr Mayor Thompson.

That the minutes of the proceedings of the Strategic Directions Committee meeting held on 1 December 2020 be received and confirmed as an accurate record of those proceedings.

Seconded by Cr Eaton.

CARRIED

3. Adjourned business

Nil.

4. Chairperson's Report

Nil.

5. Presentations

Nil.

Cr McMahon brought forward item 7.1 at this point as Mr Farrell had not yet arrived for his deputation.

7. Reports of officers

7.1 Strategic Directions Committee Annual Report

MOVED Cr Bray.

That the Strategic Directions Committee approves the draft Strategic Directions Committee Annual Report 2020 contained in Attachment 1 to the agenda report, which reviews the (former) Strategic Directions Committee's performance as required by the Terms of Reference.

Seconded by Cr Greaves.

CARRIED

6. Deputations

6.1 Sellicks Beach Structure Plan – Matt Farrell, Sellicks Woodlands and Wetlands Action Network

Matt Farrell gave a deputation and answered questions from elected members in relation to the draft Sellicks Beach Structure Plan.

7.2 Council and Committee Reporting Schedule

MOVED Cr de Graaf.

That the Strategic Directions Committee notes the agenda report and Reporting Schedules (attachments 1 and 2 to the agenda report).

Seconded by Cr Greaves.

CARRIED

7.3 Aldinga Sports Park Master Plan Engagement Outcomes and Final Report

MOVED Cr Peat.

That the Strategic Directions Committee:

1. *Notes the Engagement report on the Aldinga Sports Park Draft Master Plan summarising feedback from the community (attachment 1 to the agenda report).*

2. *Approves the Final Aldinga Sports Park Master Plan (attachment 2 to the agenda report).*

Seconded by Cr Bray.

CARRIED

7.4 Long Term Financial Plan principles

MOVED Mayor Thompson.

That the Strategic Directions Committee note that Elected Members participated in a workshop in January that detailed the findings of the Community Engagement and that the full detailed Community Engagement Report will be made public and provided to Elected Members ahead of considering endorsement of the Long Term Financial Plan on 16 February.

That the Strategic Directions Committee endorse the key principles underpinning the final modelling for the Long Term Financial Plan (LTFP) that will be brought to Council for adoption on 16 February 2021, in the following order:

Key Principles: General

1. *Through the Long Term Financial Plan and annual budgeting process, Council addresses the current deficit position and transitions to a balanced budget over the next 4 years.*

Seconded by Cr Bray

CARRIED

Cr Greaves left her seat in the Chamber at 7.24pm.

Cr Greaves resumed her seat in the Chamber at 7.26pm.

MOVED Mayor Thompson.

Key Principles: Services

2. *Council continues to deliver its current community services and asset maintenance, recognising that rigorous ongoing reviews will be undertaken to ensure efficiencies (including potential removal of duplicated services that are, or could be better delivered by other agencies, or cost shifting from other levels of government), value for money, and alignment to community expectations and needs, and that any savings will be redirected to improving services or maintenance, retiring debt, or such other purpose as may be determined by Council.*

3. *Costs are indexed in line with Consumer Price Index (CPI) to maintain existing services.*

Seconded by Cr Jamieson.

Cr Themeliotis left her seat in the Chamber at 7.29pm.

Cr Themeliotis resumed her seat in the Chamber at 7.32pm.

CARRIED

MOVED Cr Bray.

Key Principles: Projects

4. *Incorporate the asset renewal requirements, and associated expenditure, as outlined in the Strategic Asset Management Plan (due for adoption 16 February 2021), in order to maintain existing infrastructure to an appropriate standard.*

5. *Council focuses on upgrades and extensions to existing infrastructure in preference to undertaking new major projects.*

6. *Council changes the mix of funding for new and significant upgrade projects from 80:20 debt:rates funding mix to 60:40.*

7. *Council completes existing approved major projects at the current 80:20 debt:rates funding mix, and as budget availability permits, commences limited new major projects within available funding at a 60:40 debt:rates funding mix.*

8. *Council capitalises on stimulus funding with a focus on projects related to existing infrastructure, recognising the potential need for increased borrowings in order to respond to stimulus funding opportunities.*

9. *Council uses growth funds to support and guide decision making in relation to the level of future borrowings required to fund new projects, in conjunction with any limit on borrowings to provide the right infrastructure as the city grows and changes.*

Seconded by Cr de Graaf.

CARRIED

MOVED Cr Bray.

Key Principles: Debt

10. *Borrow for projects on the following bases:*

- *Change the mix of funding for new and significant upgrade projects from the current 80:20 debt:rates funding mix to 60:40*

- *Complete existing major projects at the current 80:20 debt:rates funding mix*

- *Start new major projects, within available funding limits, at a 60:40 debt:rates funding mix*

CITYOFONKAPARINGA

11. Adjust new major projects to align expenditure to available funding

12. Adopt and implement a debt reduction strategy over the life of the LTFP

13. Improve transparency and flow of information in response to community feedback about how debt is used

14. Adopt a dollar value debt ceiling.

15. Any potential water business sale proceeds are, at the finalisation of divestment, to be used to reduce the debt ceiling.

Seconded by Cr Eaton.

Cr de Graaf MOVED an AMENDMENT.

Key Principles: Debt

10. Borrow for projects on the following bases:

- *Change the mix of funding for new and significant upgrade projects from the current 80:20 debt:rates funding mix to 60:40*

- *Complete existing major projects at the current 80:20 debt:rates funding mix*

- *Start new major projects, within available funding limits, at a 60:40 debt:rates funding mix*

11. Adjust new major projects to align expenditure to available funding

12. Adopt and implement a debt reduction strategy over the life of the LTFP

13. Improve transparency and flow of information in response to community feedback about how debt is used

14. Adopt a dollar value debt ceiling.

Cr Olsen left his seat in the Chamber at 8.07pm.

Cr Olsen resumed his seat in the Chamber at 8.08pm.

Seconded by Cr Themeliotis.

The AMENDMENT was PUT and CARRIED.

The MOTION, thus AMENDED, was PUT and CARRIED.

MOVED Cr Bray.

Key Principles: Rates

15. New or enhanced services and maintenance requiring an increase in costs are to be funded from efficiency and rationalisation savings where possible, then rate increases as required. Such rate increases may potentially be managed by establishing a specific purpose fund providing transparency around expenditure

16. Improve transparency and flow of information in response to community feedback about how rates are spent

Seconded by Cr Brown.

Cr Jamieson MOVED an AMENDMENT.

Key Principles: Rates

15. New or enhanced services, assets or maintenance requiring an increase in costs are to be funded from rate increases as required after consultation with the community. Such rate

increases may potentially be managed by establishing a specific purpose fund providing transparency around expenditure

16. *Improve transparency and flow of information in response to community feedback about how rates are spent*

Seconded by Cr Tonkin.

The AMENDMENT was PUT and CARRIED.

The MOTION, thus AMENDED, was PUT and CARRIED.

8. Questions on notice

Nil.

9. Motions on notice

Nil.

10. Petitions

Nil.

11. Urgent business

11.1 Urgent business -Mayor Thompson – Tribute to Paul Murray

MOVED Mayor Thompson.

That Council acknowledge the passing of active community member Paul Murray.

Paul was a passionate and dedicated contributor to Gymnastics in South Australia.

He served as a Gymnastics SA Board Director from 2010 – 2015, was the inaugural Life Member and coach for 23 years at The Hub Gymnastics Club and was an Advanced Silver Women's Artistic Gymnastics coach and Advanced Gymnastics for All coach.

The City of Onkaparinga sends our sincere condolences to the Murray Family and Hub Gymnastics Club and recognise Paul for his many years of dedication to the sport and our community.

That in accordance with Council's Flying of Flags Policy the flags at the principal office in Noarlunga be flown at half mast on Thursday 4 February 2021 in memory of Paul Murray who has made a significant contribution to the community.

Seconded by Cr Themeliotis.

CARRIED

12. Confidential items

Nil.

13. Closure

Cr McMahon officially declared the meeting closed at 8.49pm.

Certified Correct ....*Chair*

/   /2021

8.2 Chief Executive Officer Performance Management Committee meeting minutes of 4 February 2021

Report contact	**Meeting**
Sue Hammond, Council and Committee Meeting Coordinator	Council
8384 0747	
Approving officer	**Date**
Chris White, Director Corporate	16 February 2021

1. Purpose

A meeting of the Chief Executive Officer Performance Management Committee meeting was held on 4 February 2021.

Agenda for this meeting is available on the website here

Items 6.1 is a confidential item and will be considered at item 14.3 of this agenda.

There are no items that require a resolution of Council.

2. Recommendations

That Council note the minutes of the Chief Executive Officer Performance Management Committee meeting held on 4 February 2021 as attached to the agenda report.

3. Attachments

Attachment 1 – Minutes of the Chief Executive Officer Performance Management Committee meeting of 4 February 2021 (3 pages)

- END OF REPORT –

MINUTES

Chief Executive Officer Performance Management Committee meeting

4 February 2021

VENUE:	Council Chamber Civic Centre, Ramsay Place, Noarlunga Centre
MEETING COMMENCED:	6.30pm
PRESENT:	Mayor Thompson Cr Bray Cr Brown (6.55pm) Cr de Graaf Cr Eaton Cr Jamieson Cr Themeliotis Cr Tonkin
APOLOGIES:	Cr Greaves Cr O'Brien Cr Olsen
LEAVE OF ABSENCE:	Nil
ABSENT:	Cr McMahon Cr Peat

CITYOFONKAPARINGA

1. Opening of meeting

Mayor Thompson officially declared the meeting open at 6.30pm.

2. Confirmation of minutes

MOVED Cr Themeliotis.

That the minutes of the proceedings of the Chief Executive Officer Performance Management Committee meeting held on 6 August 2020 be received and confirmed as an accurate record of those proceedings.

Seconded by Cr Eaton.

CARRIED

3. Adjourned business

Nil.

4. Reports of officers

Nil.

5. Urgent business

Nil.

6. Confidential items

6.1 Chief Executive Officer Performance Review

1. Exclusion of the public

MOVED Cr Themeliotis.

That:

a. *under the provisions of Section 90(2) of the Local Government Act 1999 an order be made that the public be excluded from attendance at the meeting in order to consider this item in confidence, with the exception of the Director Corporate, Manager Human Resources, Independent Advisor and Governance Officer/s for the purposes of any relevant discussion and or presentation at the meeting.*

b. *the Chief Executive Officer Performance Management Committee is satisfied that it is necessary that the public be excluded to enable the Committee to receive and consider the information and report at the meeting on the following grounds:*

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), in this instance being matters related to the terms and conditions of the employment contract for the Chief Executive Officer.

The Chief Executive Officer Performance Management Committee is satisfied that it is reasonably foreseeable that the public disclosure or discussion of information concerning the contract of employment of a person at the meeting would be inconsistent with accepted principles of professional human resource management and that the commercial

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nature of the information that is presented in this report is not for broader public consumption.

c. accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

Seconded by Cr Eaton.

CARRIED

2. Confidential recommendations

3. Period of confidentiality and delegations

MOVED Cr Themeliotis.

a. That the matter of Chief Executive Officer Performance Review having been considered by the Chief Executive Officer Performance Management Committee in confidence under sections 90(2) and 90(3)(a) of the Local Government Act 1999 that an order be made under the provisions of sections 91(7) and (9) of the Local Government Act 1999 that the agenda report, discussion and minutes of the Committee relating to the subject matter be kept confidential until 6 August 2032 (being seven years following the expiry of the CEO's contract in accordance with standard human resource recording keeping practices), with the exception that this information may be released to the Chief Executive Officer, the Director Corporate, Manager Human Resources, and the Independent Advisor.

b. That, pursuant to section 91(9)(a) of the Local Government Act 1999, Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub-delegate.

c. That, pursuant to section 91(9)(c) of the Local Government Act 1999, Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub-delegate.

Seconded by Cr Jamieson.

CARRIED

Mayor Thompson reopened the meeting to the public at 6.55pm.

Cr Brown entered the meeting at 6.55pm.

7. Closure

Mayor Thompson officially declared the meeting closed at 6.55pm.

Certified Correct ……………………………………………Chair

          /   /2021

CITYOFONKAPARINGA

8.3 Audit, Risk, Value and Efficiency Committee meeting minutes of 8 February 2021

Report contact	**Meeting**
Sue Hammond, Council and Committee Meeting Coordinator	Council
8384 0747	
Approving officer	**Date**
Chris White, Director Corporate	16 February 2021

1. Purpose

A meeting of the Audit, Risk, Value and Efficiency Committee meeting was held on 8 February 2021. Agenda for this meeting is available on the website here

The following items require a resolution of Council.

2. Recommendations

1. **Re: Item 7.2 Art Collection Management**

    That Council approve that external valuation of the Art Collection be undertaken to determine the financial value, ensuring appropriate insurance coverage for a cost of up to $10,000.

2. **Re: Item 7.2 Art Collection Management**

    The following recommendation was a tied vote of the Committee and is now presented to Council for consideration:

    That Council approve contracting the Auction House that sold a painting called Table Rock, Noarlunga by James Ashton in 2015, to find out if the painting sold was the painting recorded in our database, for a cost of up to $1,500.

3. **Re: Item 7.4 Corporate Division Risk Profile**

    That Council approve:

    - **That a working group be established to work on a draft Risk Appetite Statement.**

    - **That the Risk Framework be updated to include a draft Risk Appetite Statement and presented to the May 2021 Audit, Risk, Value and Efficiency Committee meeting.**

    - **That work on the Risk Appetite Statement be prioritised ahead of the review of Council's Risk Register.**

4. **That Council note the minutes of the Audit, Risk, Value and Efficiency Committee meeting held on 8 February 2021 as attached to the agenda report.**

3. Attachments

Attachment 1 – Minutes of the Audit, Risk, Value and Efficiency Committee meeting of 8 February 2021 (7 pages)

- END OF REPORT –

MINUTES

Audit, Risk, Value and Efficiency Committee Meeting 8 February 2021

VENUE:	Council Chamber Civic Centre, Ramsay Place, Noarlunga Centre
MEETING COMMENCED:	4.31pm
PRESENT:	Emma Hinchey (Chair) Corinne Garrett (4.35pm) Peter Brass (electronically) Cr Eaton
APOLOGIES:	Cr O'Brien
LEAVE OF ABSENCE:	Nil
ABSENT:	Nil

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1. Opening of meeting

Emma Hinchey officially declared the meeting open at 4.31pm.

2. Confirmation of minutes

MOVED Cr Eaton.

That the minutes of the proceedings of the Audit, Risk, Value and Efficiency Committee meeting held on 30 November 2020 be received and confirmed as an accurate record of those proceedings.
Seconded by Peter Brass.

Corinne Garrett entered the meeting at 4.35pm.

CARRIED

3. Adjourned business

Nil.

4. Chairperson's report

Nil.

5. Presentations

Nil.

6. Deputations

Nil.

CITYOFONKAPARINGA

7. Reports of officers

7.1 Internal Audit Quarterly Update

The Audit, Risk, Value and Efficiency Committee:

- asked management to:
  - o review the process for changing due dates
  - o provide the Committee with information on why the community waste management systems (CWMS) audit actions have been delayed
  - o review the risk consequence table to include further legal consequences
  - o examine the possibility of extending the scope for the confidential information audit from the proposed July to December 2020 to January to December 2020
  - o examine the possibility of extending the scope of the confidential information audit with the auditors.consider including random unannounced audits as part of the program
- noted that there is no reference in the audit plan to the risk register nor how the audits were determined on a risk basis. Suggested that the internal audit plan needs to refer audits to the risk register in terms of priority and demonstrate a risk-based assurance approach
- enquired about the elements of that were being excluded in the permits and licences audit scope and where else they might be audited outside of this process. The committee requested that a more detailed scope be provided prior to commencement of the audit.

MOVED Cr Eaton.

1. *That the Audit, Risk, Value and Efficiency Committee receive and note the Internal Audit Quarterly Update report, including*

   - *the status of internal audit program attached as attachment 1 to the agenda report, and*

   - *the status of actions arising from internal audits attached as attachment 2 to the agenda report.*

Seconded by Corinne Garrett.

CARRIED

7.2 Art Collection Management

The Audit, Risk, Value and Efficiency Committee:

- discussed the benefits of contracting the Auction House in relation to the Table Rock painting
- discussed that the procedure consider the management of high value artwork versus lower value artwork
- enquired of management whether the investment of the $ 1,500 would be sufficient to complete the investigation into the artwork in question. Management advised that further work would need to be undertaken, depending on the information gained as a result of the investment

- enquired as to what steps were being taken to investigate the other twenty-five unlocated artworks. Management advised that they are continuing to survey buildings for these artworks

- discussed the value to ratepayers of investing $ 1,500 to continue investigating the provenance of one of the twenty-six paintings that cannot currently be located.

MOVED Cr Eaton.

1. *That the Audit, Risk, Value and Efficiency Committee recommends to Council that it approve:*

   - *external valuation of the Art Collection be undertaken to determine the financial value, ensuring appropriate insurance coverage for a cost of up to $10,000*

   - *contracting the Auction House that sold a painting called Table Rock, Noarlunga by James Ashton in 2015 to find out if the painting sold was the painting recorded in our database for a cost of up to $1,500*

2. *That the Audit, Risk, Value and Efficiency Committee notes that:*

   - *the administration procedure Art Collection Management (attachment 1 to the agenda report) has been developed, approved and implemented*

   - *engagement regarding community expectations of the purpose of the Art Collection, its value as a cultural asset and its future use will be undertaken in March/April*

   - *a draft Art Collection policy, informed by community engagement outcomes will be tabled with Council for approval in June 2021.*

Seconded by Peter Brass.

LOST

MOVED Corinne Garrett.

1. *That the Audit, Risk, Value and Efficiency Committee recommends to Council that it approve external valuation of the Art Collection be undertaken to determine the financial value, ensuring appropriate insurance coverage for a cost of up to $10,000.*

2. *That the Audit, Risk, Value and Efficiency Committee notes that:*

   - *the administration procedure Art Collection Management (attachment 1 to the agenda report) has been developed, approved and implemented*

   - *engagement regarding community expectations of the purpose of the Art Collection, its value as a cultural asset and its future use will be undertaken in March/April*

   - *a draft Art Collection policy, informed by community engagement outcomes will be tabled with Council for approval in June 2021.*

Seconded by Cr Eaton.

CARRIED

MOVED Cr Eaton.

That the Audit, Risk, Value and Efficiency Committee recommends to Council that it approve contracting the Auction House that sold a painting called Table Rock, Noarlunga by James Ashton in 2015, to find out if the painting sold was the painting recorded in our database, for a cost of up to $1,500.

Seconded by PETER BRASS

TIED vote – to be put to Council for consideration at its meeting of 16 February 2021.

7.3 Grants and Sponsorship Program Review Outcomes

The Audit, Risk, Value and Efficiency Committee:

- discussed the large amount of work that has gone into creating these documents and commended staff for their efforts

- asked management to consider reporting any grants approved by the CEO to Council on a quarterly or regular basis

- asked management to consider the level of Public Liability insurance being requested and to investigate whether the minimum value of $ 20 M could be reduced in some circumstances

- asked management to consider including other environmental initiatives in the grant package such as water saving, etc.

MOVED Cr Eaton.

That the Audit, Risk, Value and Efficiency Committee:

1. *Notes the draft grants structure, attachment 1 to the agenda report.*

2. *Notes the draft grant guidelines, attachments 2-15 to the agenda report.*

3. *Notes that the proposed approval process outlined in the agenda report will ensure all grants will be presented to Council (or a Committee of Council) for approval with the exception of the grants that are open all year round.*

4. *Notes that the Fund your Dreams guidelines will exclude elected members and staff from applying for grants.*

Seconded by Corinne Garrett.

CARRIED

7.4 Corporate Division Risk Profile

The Audit, Risk, Value and Efficiency Committee:

- requested that individual risks be assigned a unique identifier for ease of administration

- noted that there is a large amount of work to be done on the risk register and that management are committed to working through the issues as quickly as possible

- requested that the risk matrix be included in the risk report going forwards

- suggested to management that they reconsider the risk definitions in the register and look at further consolidation of the listed risks

- enquired about the Council's risk appetite and requested that management work urgently with Council to prepare a draft risk appetite statement for inclusion in the risk management framework for the May Audit, Risk, Value and Efficiency Committee

- requested that a copy of the current Risk Management Framework be circulated to the committee members out of session

- noted that the risk areas for the individual areas are generally very well defined.

MOVED Peter Brass.

1. *That the Audit, Risk, Value and Efficiency Committee receive and note the agenda report and note that the risk register is under review.*

2. *That the Committee recommend to Council:*

   - *That it establish a working group to work on a draft Risk Appetite Statement*

   - *That the Risk Framework be updated to include a draft Risk Appetite Statement and presented to the May 2021 Audit, Risk, Value and Efficiency Committee meeting.*

   - *That work on the Risk Appetite Statement be prioritised ahead of the review of Council's risk register.*

3. *That the current risk framework is distributed to the Committee out of session.*

Seconded by Cr Eaton.

CARRIED

7.5 Audit, Risk, Value and Efficiency Committee Terms of Reference

The Audit, Risk, Value and Efficiency Committee:

- noted that there is a small error on page 1 of the Terms of Reference to be corrected at next review

- Requested that rules determining a quorum be provided in the document at the next review.

MOVED Peter Brass.

That the Audit, Risk, Value and Efficiency Committee receive, note and endorse the Committee's Terms of Reference as adopted by Council on 17 November 2020, and as attached to the agenda report.

Seconded by Cr Eaton.

CARRIED

8. Questions on notice

Nil.

9. Motions on notice

Nil.

10. Petitions

Nil.

CITYOFONKAPARINGA

11. Urgent business

MOVED Peter Brass.

The Audit, Risk, Value and Efficiency Committee voted to extend their thanks to David Powell for his effort in chairing the Committee.

Seconded by Cr Eaton.

CARRIED

12. Confidential items

Nil.

13. Closure

Emma Hinchey officially declared the meeting closed at 6.49pm.

Certified Correct ……………………………………………Chair

/   /2021

CITYOFONKAPARINGA

9. Reports of officers

9.1 Free Recreational Vehicle Dump Point Facility

Report contact	**Meeting**
Johanna Bennett, Acting Manager Economic Growth and Tourism	Council
8301 7234	
Approving officer	**Date**
Julia Grant, Director Strategy and Engagement	16 February 2021

1. Purpose

Seek Council approval of proposed location for our city's free Recreational Vehicle (RV) dump point facility and additional budget required for installation (sourced from 2020-21 economic development budget savings).

2. Recommendations

That Council approve:

- **the McLaren Vale and Fleurieu Coast Visitor Centre as the location for council's free Recreational Vehicle dump point facility**
- **additional $21,407 for installation costs to be funded through existing economic development budget identified savings.**

3. Executive summary

As part of the 2020/21 budget process, council endorsed $45,000 for the site identification and development of a free recreational vehicle (RV) dump point. The RV dump point will enable self-contained recreational vehicles to safely dispose of black and grey waste for free.

In August, Elected Members and business and tourism associations were invited to suggest sites for investigation for the dump point facility. A number of elected members along with the McLaren Vale Business and Tourism Association suggested the McLaren Vale and Fleurieu Coast Visitor Centre (VIC) as the preferred location. Given the support for the VIC, detailed investigations were progressed for this site only.

A preferred location was identified at the VIC with concept design (Attachment 1) and costings developed (Attachment 2). The preferred location and design are supported by the McLaren Vale Business and Tourism Association, Cr Olsen and the Caravan Motorhome and Camping Association (CMCA – lead industry association).

Subject to Council approval of the preferred site and additional budget required, the dump point is proposed for installation by 30 June 2021.

4. Background

Community Plan 2030	**people:** connected, engaged, active, healthy **place:** green, inviting, accessible, liveable **prosperity:** economically strong, environmentally thriving **performance:** accountable, efficient, inclusive, sustainable Prosperity - We encourage tourists to enjoy more of what's on offer in our vibrant and diverse region
Who did we talk to/who will we be talking to	Business and Tourism Associations Elected members McLaren Vale Grape Wine and Tourism Association (vines leased by the association are adjacent the dump point) Caravan, Motorhome and Camping Association (CMCA)

5. Discussion

An RV is defined as a combination of transportation and temporary living quarters for travel, recreation and camping. An RV can be a caravan, campervan or motorhome. A self-contained RV must hold fresh water, hold grey water and/or black water and have on-board cooking and sleeping facilities (as per the CMCA 'Leave no trace scheme').

RV travellers have been identified as an emerging market for our city, particularly following Covid-19 (increase in outdoor recreation/camping).

Numerous initiatives for RV facilities in our city have been explored by various council teams, community and industry including the CMCA, McLaren Vale Business and Tourism Association, Port Noarlunga Business and Tourism Association, Willunga Business and Tourism Association, Willunga Recreation Grounds and the Lions Club Willunga.

Initiatives explored include:

- low cost overnight stay options – available at the Pink Gum Campgrounds, RV sites at Moana Tourist Park, unpowered sites at caravan parks as part of off-season special offers. NB: Free camping was previously permitted at Clarendon Oval however ceased in 2018 due to public safety issues and community concerns.

- a CMCA RV Park (for CMCA members only) – however available sites do not meet CMCA requirements (size, location, proximity to amenities etc).

Council continues to support industry/community led RV overnight stay offerings recognising the millions of dollars operators invest into their facilities and ensuring no negative impacts on tourist parks (including council owned) and adherence to the competition neutrality rules.

With demonstrated industry/community support and growing demand for RV facilities, a PCW bid was lodged to develop a free RV dump point for our city to support attracting and meeting the needs of this market.

RV dump point site nominations

In August, Elected Members and business and tourism associations were invited to suggest their top two preferred sites for investigation for the dump point facility (Council owned or controlled land - private proposals can be pursued at any time through the Development Act application process).

The following elected member responses were received:

Elected Member	Dump point location(s) suggested
Mayor, Erin Thompson	• McLaren Vale and Fleurieu Coast Visitor Centre
Cr Eaton	• McLaren Vale and Fleurieu Coast Visitor Centre
Cr Jamieson	• WH Hunt Reserve (area in front of the tennis club i.e. left of the white posts)
Cr Olsen	• McLaren Vale and Fleurieu Coast Visitor Centre • Chapman Reserve
Cr Peat	• McLaren Vale and Fleurieu Coast Visitor Centre

Some feedback was also received suggesting consideration points for cleaning, security and management of the dump point facility and what facilities are already provided by Council's two caravan parks.

The following Association responses were received:

Business and Tourism Association	Dump point location(s) suggested
McLaren Vale Business and Tourism Association	1. Chapman Park (has existing toilets and reasonable amount of land for access) 2. Visitor Information Centre 3. Ellis Park (already provides parking on Tatachilla Road; dump point could be fenced around so accessible from roadside).
Reynella Business and Tourism Association	1. Heritage Park, noting it has car parking space on Bridge Street 2. Near the public toilet located on Old South Road, near the horse changing station.
Willunga Business and Tourism Association	1. Jay Drive Willunga reserve (noting the site is currently under investigation as part of Council's Sports and Recreation Strategic Management Plan review, scheduled to be finished this year) 2. The visitors stop (information bay) on the southbound lane of the Victor Harbor Road just before the Willunga exit.

No sites were nominated by McLaren Vale Grape Wine and Tourism Association; however, the association suggested the following considerations for the site selection criteria:

• proximity to existing RV and campground facilities

• proximity to existing food/wine/tourism businesses

• proximity to vineyards, water ways and natural areas

• any development approval/class i.e. impact to the Character Preservation Act of McLaren Vale if such a facility is outside of the CPA boundaries.

Given the support for the VIC (site nominated by four elected members and the McLaren Vale Business and Tourism Association) detailed investigations were progressed for this site only.

Existing dump point facilities

There are five (5) tourist parks operating within our city, two are owned by council. All caravan parks have dump point facilities for park users (included in the overnight stay charge). The majority of caravan parks also offer a small fee for access to dump point facilities including water refill without stay (ranging from $5-$15 per dump).

Free dump point facilities have been installed across the Fleurieu Peninsula to attract the growing RV traveller market. Existing free dump point facilities in the Fleurieu/close to our City include:

- Victor Harbor Council - old information bay Victor Harbor Road

- Yankalilla Council - near CFS/SES site; Rapid Bay campgrounds (new)

- Alexandrina Council – Briston Smith Park Goolwa; Langhorne Creek

- Meadows - Recreation Ground

CMCA Dump Point Subsidy Program

The CMCA offer a Dump Point Subsidy Program (in partnership with KEA Campers) aimed to develop a network of key free infrastructure for RV travellers across Australia. The subsidy offers the supply of a Dump-Ezy dump point unit (valued at <$1800: – dump ezy brochure (Attachment 3: DSID 5378365

To be eligible for the subsidy (Dump-Ezy unit), the site must offer the basic infrastructure needs for self-contained RV travellers: a dump point, access to potable water and a place to park (short term). The VIC site meets the criteria for the subsidy and in return, a small plaque (provided by CMCA) needs to be displayed at the dump point to acknowledge CMCA's contribution. The CMCA will also include our site in relevant free dump point promotions/communications to their members. The dump ezy unit has been included in the concept design and estimate costings.

Long vehicle parking

McLaren Vale township offers numerous long vehicle parking options including: at the VIC, Field Street car park and along Main Road (unmarked on-street parking).

Long vehicle parking options for our tourism precincts are listed on our destination website.

6. Financial implications

Financial summary

Item	$	Comment
Current budget		
Current budget allocation	45,000	2020-21 PCW allocation
Funding required	66,407	Breakdown of costs in Attachment 2
External funding	1,800	Inkind contribution from CMCA
Budget impact	21,407	Identified economic development budget savings to fund additional costs
FTE	n/a	Within existing resources

Scope of impact

Ongoing maintenance is required with this new asset including regular waste removal from the holding tank, waste tank services, water (refill of RV tanks/cartridges and washdown of dump point unit and spills), waste bins, signage, landscaping. Estimated maintenance budget between $3000-$4000 per year (some costs subject to usage) to be undertaken by City Operations.

7. Risk and opportunity management

Risk	
Identify	**Mitigation**
Installation costs exceed budget allocated	10% contingency is included in estimated budget. Additional budget required to be sourced from existing economic development budgets to enable installation of dump point facility by 30 June 2021 with no broader council budget implications. Operational and maintenance costs will be allocated and managed by City Operations (civil asset – not VIC asset) as part of annual operating budget and resource allocations.
VIC location does not meet the expectation of business and tourism associations (that nominated sites in their areas for investigation)	The VIC is our city's tourism hub facility, servicing visitors and encouraging dispersal across our city. Locating the free dump point at the VIC utilises existing infrastructure, long vehicle parking and provides the opportunity to promote the broader region from hills, vineyards to the coast; encouraging dispersal across the city to users. Short term long vehicle parking options in all our tourism precincts are listed on our destination website to encourage dispersal/broader spend across our city. RV overnight stay options are available across our city including tourist/caravan parks and Pink Gum Campgrounds encouraging economic benefit across our city. Business and Tourism Associations to be advised of Council's decision on the recommended site for the RV dump point.
Increase in illegal camping impacting the VIC and local residents	Community Safety to monitor VIC carpark and surrounding areas of McLaren Vale for illegal camping. 'No camping' signage to be increased at VIC. Overnight stay options to be promoted to dump point users through signage, website, collateral.
Opportunity	
Identify	**Maximising the opportunity**
Attract more RV travellers to stay/spend in our City	Offering low cost overnight stay options (i.e. tourist parks/Pink Gum Campground) along with a free dump point with water refill and long vehicle parking in our tourism precincts encourages RV travellers to our city. Fully self-contained RVs are an emerging market for South Australia. Developing the dump point adds our city to the network of free RV infrastructure, increasing attraction of our destination to this market. CMCA will promote the free dump point facility to their members (relevant communication/promotion). Visitor information encouraging RV travellers to stay/spend will be available at the VIC, our destination website and dump point signage.

8. Next steps

Subject to Council approval, final design and waste water application to SA Health to be completed by April 2021 to enable installation of the dump point facility by 30 June 2021.

9. Attachments

Attachment 1 – RV dump point concept design for VIC site (1 page)

Attachment 2 – RV Dump Point concept estimate costs for VIC site (2 pages)

Attachment 3 – Dump Ezy Unit brochure – CMCA contribution (5 pages)

- END OF REPORT –

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QUANTITIES

DESCRIPTION	LENGTH/AREA	QTY	TOTAL
Pavement (Type A)	150m²	-	150m²
Kerb (SOC)	17m	-	17m
Kerb (SK)	10m	-	10m
Dump Point	-	1	1
Septic Tank	-	1	1
Holding Tank	-	1	1
Concrete Pad	10m²	1	10m²
New Light	-	1	1
Relocate Light	-	1	1
Power Cable	20m	-	20m
Water Pipe	120m	-	120m
Tap with hose	-	1	1
Tap with sink	-	1	1
Bin & Stand	2	-	2
Garden Bed	-	3	45m²

NOTE: Quantities are for estimation purposes only and are approximate.

LEGEND

GENERAL

PROPOSED AREA OF PAVEMENT REQUIRED

PROPOSED CONCRETE PAD FOR DUMP POINT

PROPOSED LANDSCAPED AREA / GARDEN BED.

PROPOSED POWER CABLE.

PROPOSED WATER PIPE

DENOTES EXISTING TREE TO REMAIN

DENOTES EXISTING TREE TO BE REMOVED

PROPOSED LIGHT & POLE

EXISTING LIGHT & POLE

EXISTING WATER TAP & PROPOSED CONNECTION POINT

EXISTING LIGHT TO BE RELOCATED APPROX. 780mm TOWARDS VINES

PROPOSED SEPTIC TANK 4000Lt

PROPOSED DUMP POINT

ENSURE WE MAINTAIN 2.75m CLEARANCE TO THE EXISTING VINES

PROPOSED LIGHT

EXISTING SURFACE TREATMENT TO BE REMOVED & GARDEN BED CONSTRUCTED

EXISTING SURFACE TREATMENT TO BE REMOVED & GARDEN BED CONSTRUCTED

EXISTING LINEMARKING TO BE REMOVED

LOCATION OF SEPTIC & HOLDING TANKS

TAP WITH HOSE

SINK & TAP

PROPOSED BINS

LIGHT

DUMP POINT

SEMI MOUNTABLE KERB

NOT FOR CONSTRUCTION

APPROX. LOCATION OF EXISTING VINES.

PROPOSED DUMP-EZY

PROPOSED MOUNTABLE KERB

REV	DESCRIPTION	DRAWN	CHECKED	APPROVED	DATE
B	CONCEPT	L.O	V.R.G	R.D	13/01/2021
A	CONCEPT	L.O	V.R.G	R.D	11/01/2021

SCALES: 1:250 @ A1

DO NOT SCALE FROM THIS DRAWING

DESIGN BY: V.R.GELIVI L.OAKES

DRAWN BY: L.OAKES J.WRIGHT

SHEET SIZE: A1

CITYOF ONKAPARINGA
p (08) 8384 0666   www.onkaparingacity.com

MAIN ROAD
McLAREN VALE
DUMP POINT INSTALLATION

GENERAL LAYOUT PLAN

CONCEPT

BUSINESS UNIT #	SURVEY #
XXXXXX	XXXX

PROJECT #	SHEET #	REV #
2020-207	C01	B

CITYOFONKAPARINGA

City of
Onkaparinga

Job Type :	Proposed RV Dump Point
Job location :	Main Road - McLaren Vale
Date :	19.01.2021
Costed by :	Ivan
Stage :	Preliminary

Drawing No : 2020 - 207

1). Preliminaries		$4,500
2). Earthworks & Demolition		$6,350
3). Pavement works		$6,000
4). Kerbing & Ancillary Structure		$6,055
5). Lighting		$7,000
6). Plumbing		$7,100
7). Septic & Holding tanks (RELN 4000 L)		$19,500
8). Fluid level monitoring system (provisional)		$3,500
9). Miscellaneous		$365
	Sub-total	$60,370
	10% Contingency	$6,037
	Total Estimate	**$66,407**

Assumptions :

No allowance for any contaminated materials on site.

No allowance for any relocating of underground services unless specified.

No allowance for any Effluent Absorption & Purification.

Note :

a).GST is not allowed.
b). Assumptions & Allowances have been based on anticipated site conditions.
c). No allowance for abnormal as excavations being rock, dewatering, unstable ground, etc.
d). Estimated cost is based on probable contractor's tender cost.
e). No allowance for aboriginal monitoring
f). No allowance for legislative requirements of biodiversity & native vegetation.

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ESTIMATION CALCULATION -

Project :	Proposed RV Dump Point
Location :	Main Road - McLaren Vale
Request by :	Richard
Estimated :	Ivan Ho
Date :	19.1.2021
Stage :	Preliminary

Drawing No : 2020 - 207

Code	Task	Unit	Qty	Rate	Subtotal (value x rate)		Notes
	PRELIMINARIES						
	Establishment & Administration	Item	1	$ 3,500	$ 3,500		
	Demobilisation & clean up	Item	1	$ 1,000	$ 1,000	*$4,500*	
	EARTHWORKS & DEMOLITION						
	Site preparation general	item	1	$ 1,500	$ 1,500		
	Demolish of proposed pavement area & disposal off site	sqm	150	$ 30	$ 4,500		
	Removal of tree	item	1	$ 350	$ 350		
	Sundries item	item	0	$ -	$ -	*$6,350*	
	NEW ROAD PAVEMENT						
	QR pavement	sqm	150	$ 40	$ 6,000		small job
	AC wearing course	sqm	150	$ -	$ -		
	Provisional sum	item	0	$ -	$ -	*$6,000*	
	KERBING & ANCILLARY STRUCTURE						
	Prepare base for kerbing	m	44	$ 35	$ 1,540		
	Kerbing (SK)	m	10	$ 90	$ 900		small job, hand work, etc
	Edge beam	m	34	$ 60	$ 2,040		
	Garden bed	sqm	45	$ 35	$ 1,575		allow landscaping. etc
	Sundries items	item	0	$ -	$ -	*$6,055*	
	LIGHTING						
	Trenching & cabling	m	20	$ 75	$ 1,500		45, 35
	Relocate existing lighting	No	1	$ 1,000	$ 1,000		
	New light pole	item	1	$ 4,000	$ 4,000		
	Testing & commissioning	item	1	$ 500	$ 500	*$7,000*	
	PLUMBING						
	Trenching & lay water main	m	120	$ 50	$ 6,000		
	Tap with sink	item	1	$ 600	$ 600		
	Additional cost of fittings	item	1	$ 500	$ 500	*$7,100*	
	SEPTIC TANK (RELN 4000 L)						
	Excavate for concrete slab area, lay QR & disposal off site	sqm	13	$ 40	$ 500		
	Concrete slab	sqm	13	$ 120	$ 1,500		
	Supply of Septic tank (4000 L) & Holding tank	item	1	$ 6,500	$ 6,500		as quoted by phone , add 10%
	Install of tank	item	1	$ 7,000	$ 7,000		
	Dump Ezy product & others	item	1	$ 2,000	$ 2,000		incl riser & plumbing acc.
	Bins	item	2	$ 750	$ 1,500		
	Sundries items	item	1	$ 500	$ 500	*$19,500*	
	FLUID LEVEL MONITORING SYSTEM						
	Provisional sum	item	1	$ 3,500	$ 3,500	*$3,500*	Varies from 1k to 3.5 K, visual to wireless, etc
	MISCELLANEOUS						
	Removal of line marking	item	1	$ 300	$ 300		
	Guide post	item	1	$ 65	$ 65		
	Provisional sum	item	0	$ -	$ -	*$365*	

Sub-total	$60,370	$60,370
10% Contingency	$6,037	
Total Estimate	$66,407	

DUMP-EZY

Setting The Standard In User-Friendly Dump Points

Background

The Dump-Ezy product has evolved out of a need to provide a mechanism for dealing with waste from portable toilets in all sorts of mobile vehicles and boats. The more sophisticated off-road type trailers and vehicles available now are allowing large numbers of people to venture into remote areas that have little or no supporting infrastructure. Additionally, large numbers of people are moving around in privately owned or rented vehicles with in-built waste storage, and will dump it somewhere, appropriately or not.

This type of portable toilet normally uses various chemicals to mask odour etc and can be highly detrimental to the bacterial processes found in waste treatment systems. The concentration level of these chemicals can severely affect the biology of these systems to the point of collapse when heavily loaded as can occur in roadside restrooms and caravan parks.

Registered Design No. 153860

Hybrid Toilet Systems, septic systems, roadside restrooms, small treatment plants and council sewer systems all receive waste from these types of units and the Dump-Ezy unit can be either built into these facilities or installed adjacent to these units. The other issue is that there are also many circumstances where no facilities exist at all, and the result is that this highly undesirable waste is just dumped beside the road creating a significant hazard to the environment and to the community. Toilet paper littering pristine areas is not a desirable outcome. The Dump-Ezy unit and its optional downstream waste treatment and or storage options provide a solution for this issue.

Potential locations for the Dump-Ezy are Council sites, National parks, Caravan Parks, Marinas, Roadside Stops, Showgrounds, etc

Features and Benefits

The Dump-Ezy dump point is the front-end entry point of the waste stream.
It is designed to be easily identifiable, attractive, and user friendly with simple to follow instructions.

This innovative product is built to be Australian Standards compliant off the shelf. It is easy to install, and includes built-in simple but effective self-evident operational signage. The lid is lockable, strong and lightweight and includes a moulded-in handle and a rubber seal for added odour control.

Note:
The Dump-Ezy unit is not a treatment system; it is only the front end of a process and needs to be installed in front of an appropriate holding tank, septic tank or other treatment process (see Waste Treatment Options)

Construction

The unit is rotationally moulded from tough UV stabilised, non-corroding polyethylene. This production method delivers products with minimal inbuilt stress, which equates to a high impact resistance.

The signage and instructions on the unit are permanently moulded into the plastic and cannot be peeled off. They will fade only minimally over an extended life in direct sun.

The unit is made entirely of plastic components and thus is not prone to corrosion. This feature makes the Dump-Ezy ideal for use in coastal areas. If the unit is to be bolted in position it is strongly recommended that stainless steel fasteners be used to prevent corrosion.
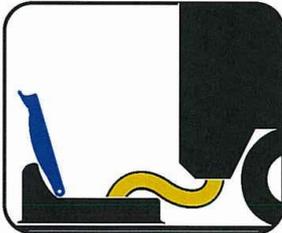
Usage instructions

The underside of the lid has a pictorial guide to the correct use of the Dump-Ezy

visit
www.dump-ezy.com

Cartridge Dump

Waste cartridge contents can be safely poured into the Dump-Ezy. The lid will stay open so that only one person is needed for the operation

Hose Dump

Onboard waste storage dumping can be done directly from the vehicle to the Dump-Ezy using a flexible hose.

The drain orifice is 150 mm in diameter and can accept all hoses up to this size. To assist a single user, the lid can be closed to hold the hose.

Wash Down

Hose down the Dump-Ezy using the adjacent hose (this hose must be installed by the site operator)

The hose can be used to clean equipment and leaves the Dump-Ezy clean for the next user.
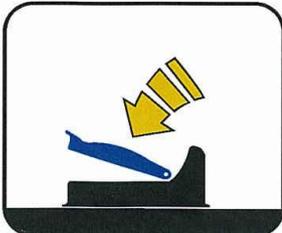
Close Lid

Once the wash down has been performed, close the lid to ensure the waste system is sealed.

The lid can be locked using a pad lock if desired.

Installation Guidelines

DUMP-EZY
Setting the standard in User-Friendly Dump Points

Site Location
When selecting a site to instal the Dump-ezy consideration should be given to traffic in and around the area. Dump-ezy should be installed away from high traffic areas to ensure user safety. Consideration should be given to any nearby features such as toilet blocks, tables, play grounds etc.
Side access roads / isolated pull over bays are ideal.

Barriers
Physical barriers such as concrete kerbing, metal railings, treated pine stumps etc can help prevent vehicles and similiar from coming in contact with the Dump-ezy. These should be positioned in a way that still allows clear access for persons and hoses / catridges.

Signage
Adequate signage should also be installed to make people visibly aware of the Dump-ezy. Ask your local agent how to get them.

Hose Wash Down
A tap and hose should be provided next to installations to enable wash down with each use. This ensures a nice clean unit is maintained.

Drainage
Adequate drainage should be provided in and around the Dump-ezy to prevent infiltration from high rainfall, runoff etc.

Typical Installation.

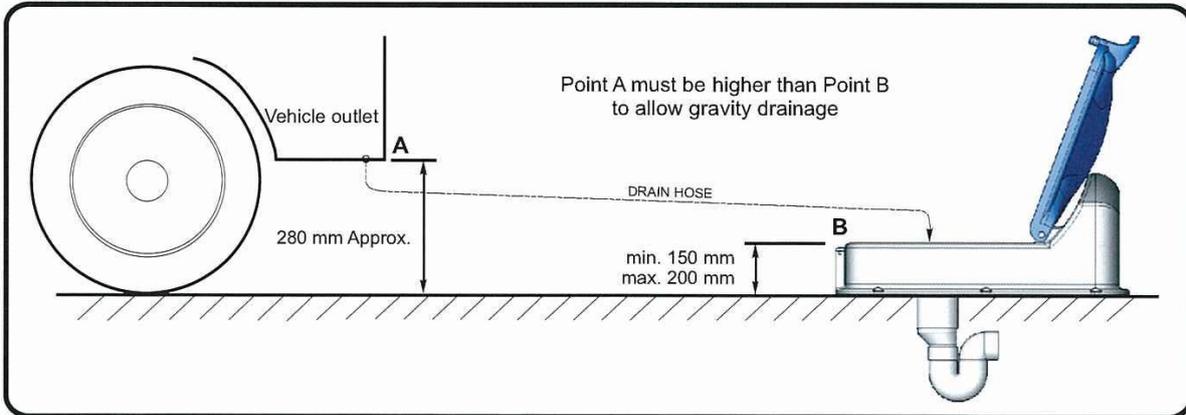⚠️ **Note: Install the Dump Ezy lower than vehicle outlet height shown so waste can drain through hose via gravity.**

Vehicle outlet

A

Point A must be higher than Point B to allow gravity drainage

DRAIN HOSE

B

280 mm Approx.

min. 150 mm
max. 200 mm

Figure 1.

⚠️ **Note: Install the Dump-Ezy within reach of the access road so people with drain hoses can reach as well.**

ACCESS ROAD

KERB

CLEAR ACCESS
FOR USER &
DISCHARGE HOSE
PORTAPOTTY
CATRIDGE ETC.

1500 mm max.
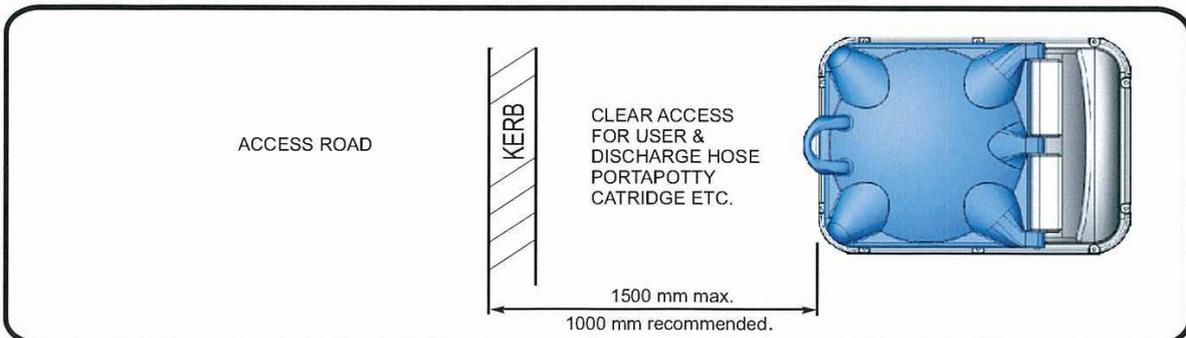1000 mm recommended.

Figure 2.

Installation Instructions

All installations should comply with AS/NZS 3500.2.2 Section 3.15

If you are installing a septic tank system, transfer station or a treatment plant please also refer to the instructions provided with these kits.

The Dump-Ezy can be bolted to an existing floor surface or cast into a concrete slab.

Bolted Option

- Position the outlet piping in with the correct minimum set-out distance from the inside face of the wall

- The minimum hole size required in the floor is 185mm Dia.
- The unit must be installed on a flat and level surface
- Locate the o-ring supplied and fit it into the groove at the underside of the outlet.
- Install the 150 mm coupling by screwing it firmly up against the o-ring. Do not overtighten.
- Assemble pipe work as per details supplied on the underside of the unit and on diagram
- Position the Dump-Ezy on the floor, mark around the unit and mark fixing positions.
  There are 10 fixing holes in the unit, which accept 10 mm fasteners with 25 mm washers.
- Place a large bead of caulking material on the floor just inside the line. Complete the pipe joint and then fix the unit in position. Clean up any excess caulking material.
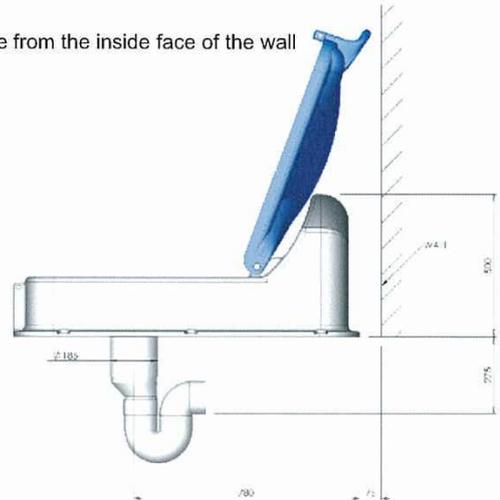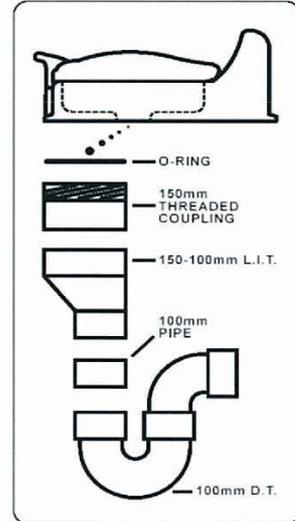
For compliance with the Plumbing Standard the minimum height of wall above ground must be 150 mm
(Dump-ezy wall is 200 mm high)

Note. All mechanical fixings should be Stainless Steel.

Set in Concrete Option

- Locate the o-ring supplied and fit it into the groove at the underside of the outlet.
- Install the 150 mm coupling by screwing it firmly up against the o-ring.
  Do not overtighten.
- Assemble pipe work as per details supplied on the underside of the unit and on diagram.
- Bed plumbing as per Standard to correct height for coupling
- Set formwork such that the Dump-Ezy is level and will be set into the slab no more than 50 mm.
The slab should have fall away from the unit.

For compliance with the Plumbing Standard the minimum height of wall above ground must be 150 mm

O-RING

150mm THREADED COUPLING

150-100mm L.I.T.

100mm PIPE

100mm D.T.

Pipework and Fittings

Pipe work and fittings should be checked as per standard plumbing guidlines.

Fittings should be inspected for leaks at joints and tank connections.
If a backflow prevention device is installed on the hose cock it will require inspection and certification under AS 3500.

Locking

If required, the Dump-Ezy unit has an in-built locking point at the front below the handle.
The lock required to fit the unit is a "Lockwood" Product Code no 234/45. This lock can be keyed alike.

Maintenance and cleaning

The use of harsh abrasive anti-bacterial toilet cleaners is not recommended.
The Dump-Ezy is the entry point for a waste treatment system, which is a living biological process. The waste is biologically broken down and reduced to a useful and disposable state. Anti-bacterial and strong chemical cleaners have the potential to kill or severely reduce the effectiveness of the living treatment system if poured into the unit.

The surface of the Dump-Ezy unit should only be cleaned with non-abrasive cleaning products as follows:

Cleaning Method

The Dump-Ezy should be cleaned at least twice weekly with a soft brush and a Septic safe cleaning product. We recommend using a product called EMC by VRM - Available from Tradelink Plumbing supplies.
Mix EMC in the ratio of 1:10 into half a bucket of water. Scrub all over the Dump-Ezy surface with a soft brush to remove all soiling. If required use the concentrated EMC to remove stubborn soiling. Wash down the outside of the Dump-Ezy with the same product.
Any remaining mixed cleaning product may be tipped down the waste. Hose down the general area.

Sludge Management

If your Dump-Ezy unit is connected to a septic tank you will need to monitor the sludge level in the tank. A sludge gauge can be used to determine when the disposal is required and a regular interval can be established if usage is reasonably regular.

Questions

Should you have any problems with installation of this unit, please do not hesitate to contact:
Gough Plastics on Freecall 1800 069 805, (International +61 7 4774 7606) or your local Agent. Alternatively you can find information on the Dump-Ezy at www.gough.com.au/dump-ezy

DUMP-EZY
Setting The Standard In User-Friendly Dump Points

9.2 Non confidential - Southern Region Waste Resource Authority – Constituent Council Information Report – Board Meeting 23 December 2020

Report contact	**Meeting**
Kirk Richardson, Director City Operations	Council
8384 0581	
Approving officer	**Date**
Scott Ashby, Chief Executive Officer	16 February 2021

1. Purpose

The purpose of this report is to provide Council with the Constituent Council Information Report - Public from the Southern Region Waste Resource Authority (SRWRA) for the Board Meeting held 23 December 2020.

2. Recommendations

That Council notes the Southern Region Waster Resource Authority Constituent Council Information Report – Public (attachment 1 to the agenda report).

3. Executive summary

The Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary under the Local Government Act 1999 (SA) and is co-managed by its constituent councils, namely the City of Onkaparinga, the City of Marion and the City of Holdfast Bay.

In accordance with the SRWRA Charter there shall be at least six ordinary meetings of the Board held in each financial year. Prior to the conclusion of each meeting of the Board, the Board will identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

In accordance with the above, identified agenda items from the Board Meeting held on 23 December 2020 are attached for Members information (Attachment 1).

4. Background

Community Plan 2030	**performance:** accountable, efficient, inclusive, sustainable To be open, accountable and transparent in the conduct of our business with outside parties.
Policy and/or relevant legislation	Section 2.5.2 of the SRWRA Charter – 2015.

5. Discussion

N/A - the report is for information.

6. Financial implications

There are no financial considerations as a result of this information report.

7. Risk and opportunity management

There are no risks identified for noting this information report.

8. Timelines and deadlines

There are no timelines or deadlines for this information report.

9. Next steps

Next scheduled SRWRA meeting will be held on 15 February 2021.

10. Attachments

Attachment 1 – Public – Constituent Council Information Report (1 page)

- END OF REPORT –

Constituent Council Information Report

- PUBLIC -

Special Board Meeting Date: 23 December 2020

Report By: Chief Executive Officer

Report

In accordance with Section 2.5.22 of the *Southern Region Waste Resource Authority Regional Subsidiary Charter - 2015*, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils:

Agenda Item	Report
2.3	**Crushing Tender** Summary – A schedule of rates based panel of suppliers is to be established for rock crushing following an open tender process. The contract term is for 3 years with the option to extend for 2 years.
2.4	**City of Onkaparinga Equestrian Use Proposal** The City of Onkaparinga is seeking in-principle support from the SRWRA Board to lease to the City of Onkaparinga a 5.2 Hectare portion of buffer land owned by SRWRA for use for equestrian purposes. The Board requires additional information on potential uses of buffer land prior to considering the proposal.
2.5	**Land Acquisition Notice** Summary - SRWRA has received two Land Acquisition Notices from Department for Infrastructure and Transport for the acquisition of land required for the Victor Harbour Road Duplication Project and Main South Road Duplication Project. SRWRA's CEO has entered into discussions with the proponents and the proponents are seeking confirmation SRWRA will assist in providing the Commissioner of Highways with important information regarding land owned by SRWRA.

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CITYOFONKAPARINGA

9.3 Appointment of Independent Member to the Southern Region Waste Resource Authority Audit Committee

Report contact	**Meeting**
Therese Brunotte, Senior Civic & EM Advice Officer	Council
8301 7228	
Approving officer	**Date**
Chris White, Director Corporate	16 February 2021

1. Purpose

This report seeks Council to appoint an independent member to the Audit Committee of the Southern Region Waste Resource Authority (SRWRA) Audit Committee for a period of 12 months commencing in February 2021.

2. Recommendations

That Council appoint, Ms Emma Hinchey as an independent member to the Southern Region Waste Resource Authority Audit Committee for a term of 12 months.

3. Executive summary

The Cities of Onkaparinga, Marion and Holdfast Bay are the three member councils of SRWRA.

In accordance with *the Local Government (Financial Management) Regulations 2011* and its Charter, SRWRA must have an Audit Committee.

The SRWRA Audit Committee's Terms of Reference state that the Committee should have three independent members. It is the practice that each SRWRA member council appoints one person with appropriate qualifications for appointment to the Committee.

Council previously appointed the chairperson of its own audit committee, Mr David Powell for a period of 12 months which expired at the end of December 2020.

Mr Chris Adams, CEO of SRWRA has written to Council requesting that Council appoint a new independent member to the SRWRA Audit Committee.

4. Background

Community Plan 2030	**performance:** accountable, efficient, inclusive, sustainable
Policy and/or relevant legislation	*Local Government (Financial Management) Regulations 2011* SRWRA Audit Committee Terms of Reference

Who did we talk to/who will we be talking to	Mr Chris Adams, CEO of SRWRA wrote to council advising of Mr David Powell's appointment expiring in December 2020 and requesting Council to nominate a new independent member.

5. Discussion

The SRWRA Audit Committee Terms of Reference state:

2. Membership

2.1 *The SRWRA Board will determine the members of the Audit Committee and after the Constituent Councils have approved the members appoint the members for an initial term of two years and thereafter on a rolling basis for a term of either one year or two years.*

2.2 *The Audit Committee shall consist of 4 members, 1 member who is a Board Member of SRWRA and 3 members who are not Board Members or Deputy Members of SRWRA ('independent members) and an additional deputy member who is a Board Member and in the absence of the appointed Board Member will be deemed to be the appointed Board Member of the Audit Committee during the absence of the appointed Board Member.*

2.3 *Independent member(s) of the Audit Committee must have recent and relevant financial, risk management or internal audit experience but must not be an employee of SRWRA or its Constituent Councils and must not be the Constituent Council's Auditor or SRWRA's Auditor.*

The current Audit, Risk, Value and Efficiency Committee Independent Presiding Member, Ms Emma Hinchey, has the appropriate qualifications and experience to meet the requirements for appointment to the Committee.

Ms Hinchey has indicated that she is prepared to serve on the Committee should she be appointed by Council as an independent member of the SRWRA Audit Committee.

6. Financial implications

Remuneration is set and paid by SRWRA to each independent member of the Audit Committee.

The current sitting fee is $600 (ex GST) per meeting with four scheduled meetings per year.

7. Risk and opportunity management

Risk	
Identify	**Mitigation**
Failure to meet responsibilities as a member SRWRA. SRWRA is required under its Charter and by Local Government Act to have an Audit Committee.	Following nomination by Council, the SRWRA Board will appoint Ms Hinchey to their Audit Committee to ensure compliance with the Charter and legislation.

Opportunity	
Identify	**Maximising the opportunity**
Increased exchange of information between the City of Onkaparinga and SRWRA Audit Committee.	If Ms Hinchey appointed to the SRWRA Audit Committee, she would be well positioned to facilitate the exchange of information and ideas between the two organisations.

8. Timelines and deadlines

Appointment will commence on 16 February 2021 with the next Committee meeting scheduled for 20 April 2021.

9. Next steps

Ms Hinchey will be notified of Council's decision and a letter of appointment drafted.

10. Attachments

Nil

- END OF REPORT –

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CITYOFONKAPARINGA

9.4   Strategic Asset Management Plan Final Draft for Endorsement

Report contact	**Meeting**
Lisa Flaherty, Asset Planner	Council
8384 0160	
Approving officer	**Date**
Kirk Richardson, Director City Operations	16 February 2021

1. Purpose

To seek endorsement of the revised Strategic Asset Management Plan (SAMP) (Attachment 1), following the community engagement outcomes that were presented to Council on 19 January 2021.

2. Recommendations

That Council:

1. **Approve the revised Strategic Asset Management Plan (attachment 1 to the agenda report)**

2. **Notes the service levels as attached to the report (attachment 2 to the agenda report)**

3. Executive summary

At its meeting on 17 November 2020, Council endorsed the draft SAMP and the administration engaged with the community to seek feedback on the draft. The feedback and a summary of the proposed document updates was presented to Council at its 19 January 2021 meeting.

The SAMP has been updated to incorporate the proposed changes and this report presents the final revision for Council adoption.

The changes made include correction of text and editing to ensure alignment with Corporate Standards, ensuring wording is consistent with other council strategies, plans and operational documents, improved formatting of some graphs to improve readability and updating the service levels (Attachment 2) to ensure current strategies and legislation are referenced.

4. Background

Community Plan 2030	**performance:** accountable, efficient, inclusive, sustainable The SAMP aligns with our Community Plan by turning the visions and goals identified in the Community Plan into asset management actions. The Goals and Objectives of the SAMP are derived using the People, Place, Prosperity and Performance themes.
Policy and/or relevant legislation	Local Government Act, Section 122 (1a) – Strategic Management Plans Local Government Act, Part 5 – Public Consultation Policies

Who did we talk to/who will we be talking to	The administration has engaged throughout the project with staff and conducted an Elected Member workshop on 22 September 2020. Through the community engagement phase of this project (23 November to 13 December 2020) the administration consulted with the wider community.

5. Discussion

A Strategic Asset Management Plan (SAMP) is required under section 122 of the Local Government Act. At its meeting on 17 November 2020, Council endorsed the draft SAMP, Community Engagement Plan and Your Say page content and the administration engaged with the community on the draft document.

The community engagement feedback report was presented to Council at its 19 January 2021 meeting. The engagement generated a moderate level of interest. Throughout the engagement period 392 people viewed the SAMP Your Say page, 237 people downloaded the draft SAMP and 31 people completed the survey. Of the 31 respondents who completed the survey, 97% found the plan easy or very easy to understand and 52% of respondents think they will refer to the plan in the future. The engagement was considered successful, as typically engagement on documents of this nature generates a low level of interest.

The respondents also identified other asset related areas of interest which will be considered during the Asset Management Plan reviews which are scheduled to commence this calendar year. Asset Management Plans contain a greater level of detail about the levels of service provided and service standards. The review of these will present an opportunity for service levels to be revised.

It is critical that as service levels are reviewed, these are updated in the SAMP and that the financial impacts of a service level change are recognised and documented in the SAMP to inform the Long-Term Financial Plan (LTFP). The SAMP presented through this report has been reflected in the LTFP and proposed a decrease in the roadworks renewal category budget and bus infrastructure renewal budget and an increase in the stormwater, sport and active recreation and open space renewal budgets. Further detail on these recommendations are included in Section 6 of the report.

Minor revisions to the SAMP have been made for final consideration. The revisions include correction of text and editing to ensure alignment with Corporate Standards, ensuring wording is consistent with other council strategies, plans and operational documents, improved formatting of some graphs and updating the service levels (Attachment 2) for inclusion as an attachment to the SAMP. It should be noted that through the service level attachment update, no service levels have been modified however the document has been updated to ensure relevant and current strategies and legislation is referenced.

6. Financial implications

The financial implications of the SAMP are directly linked to the Long-Term Financial Plan. Though financial recommendations are made through SAMP, it is outlined on page 29 of the document that the financial forecasts and budget modifications are recommendations only and that endorsement of future budgets occur through the LTFP and annual budget process.

The recommendations made through SAMP are summarised below, it is critical to note that these recommendations are proposed to be implemented in the 2022-23 financial year to ensure that planning, design and construction teams have adequate time to adjust programs and resourcing to reflect the revised allocations.

The decrease in the road renewal budget was recommended through SAMP based on the updated road condition audit data which indicates that the City of Onkaparinga's road network is in a fair condition and that this condition can be maintained with a decreased level of spending. A decrease in budget has also been suggested for the bus infrastructure renewal category as the majority of sites which contain a shelter now meet the Disability Discrimination Act requirements. The proposed modifications to funding allocations do not impact the total assets budget but redirects funds to renewal categories where assets are either currently not meeting their levels of service, are in poor condition or have been identified as a priority by our community.

It should also be noted that the sport and active recreation allocation will be split between the sport and active recreation category and the buildings category to account for renewal of sports related buildings such as club rooms, change rooms etc.

Renewal Category	Original 2022-23 Allocation ($)	Revised 2022-23 Allocation ($)	Difference
Roadworks	$21,960,103	$19,410,103	-$2,550,000
Sport and Active Recreation	$563,798	$1,475,107	+$911,309
Stormwater	$282,597	$739,380	+$456,783
Open Space	$806,826	$2,108,564	+$1,301,738
Bus Infrastructure	$170,830	$51,000	-$119,830
			$0

7. Risk and opportunity management

Risk	
Identify	**Mitigation**
Compliance/legal	We are obligated through the Local Government Act to have the updated SAMP endorsed by February 2021. Based on the current project timeline, this deadline will be met.
Financial	The financial data presented in the SAMP must align with the data presented in the LTFP. The LTFP informed by the data presented through SAMP just as the SAMP is informed by the LTFP. Changes made through the LTFP review will be reflected in the SAMP through the annual review process.
Political	There is a risk that different levels of Government, different wards or different communities may highlight different priorities to those highlighted through the SAMP. To mitigate the risk, the SAMP will be reviewed annually and will be used to inform the Long-Term Financial Plan review annually. The SAMP updates will also reflect the financial implications of any service level reviews and any change in priorities.

Opportunity	
Identify	**Maximising the opportunity**
Education	Promoting the endorsed document extends the opportunity to educate our community about the assets Council own and how they are managed.

8. Timelines and Deadlines

Section 122 (1a) of the *Local Government Act* specifies that Council must, in conjunction with the plans required under subsection (1), develop and adopt:

a.   a long-term financial plan for a period of at least 10 years; and

b.   an infrastructure and asset management plan, relating to the management and development of infrastructure and major assets by the council for a period of at least 10 years.

It is also legislated that Council completes its review of strategic management plans within 2 years of a general election, however through publication of a Notice 4 by the Minister, the deadline was extended for 3 months, indicating that the SAMP must be reviewed by February 2021.

9. Next steps

The SAMP will be uploaded to the Council website for public access and will be updated annually.

10. Attachments

Attachment 1 – Strategic Asset Management Plan (33 pages)

Attachment 2 – Strategic Asset Management Plan Service Levels (37 pages)

- END OF REPORT –

STRATEGIC ASSET MANAGEMENT PLAN

CITYOFONKAPARINGA

The Strategic Asset Management Plan

CONTENTS

2

FOREWORD

The City of Onkaparinga's Strategic Asset Management Plan (SAMP) provides staff, elected members and our community with an overview of our assets, how they are performing, the service levels we provide, our asset goals and objectives, areas for improvement and financial position.

We have recently presented our Community Plan 2030, which has set the scene for the SAMP by reflecting our communities' priorities and vision for the next 10 years. We have ensured throughout the SAMP that there are strong links between the goals and priorities highlighted in the Community Plan, and those presented in this document.

THE CORPORATE ASSET MANAGEMENT PLAN (CAMP) AND THE SAMP

Previously, the information contained within the SAMP was presented to our community via a Corporate Asset Management Plan (CAMP). The CAMP contains useful information, but by reviewing the CAMP framework and transitioning to the SAMP we hope to present a document which is:

- more concise

- community facing

- reader friendly in the presentation of data and language used

- more engaging

- well utilised and accessible

- aligned with the ISO 55000 Standards for Asset Management.

ASSET MANAGEMENT PLANS

Internally, we also utilise asset management plans for each of our asset classes which contain a greater level of technical detail about our assets. Similar to how the Community Plan has set the scene for the SAMP, the SAMP will set the scene for our asset management plans. We are due to commence the review of our asset management plans in 2021 which will include a review of our current levels of service.

Any changes to service levels proposed through asset management plan reviews will have an impact on budgets and programs which will affect both maintenance and capital works. It is critical that these impacts are recognised through the asset management plan reviews to ensure programs are adequately resourced.

UPDATING THE SAMP

An update of the SAMP will be presented annually by our Asset Management team. Through the annual update, we will review progress on our key performance indicators, note areas where we have improved and improvements that have been identified, and update our financial position and the asset data presented.

Every four years, we will review the SAMP framework and modify this as required.

3

The Strategic Asset Management Plan

INTRODUCTION

The City of Onkaparinga owns and maintains a diverse asset portfolio, worth approximately $2.9 billion.

To manage these assets effectively we must consider:

- the existing network, how this is performing and whether this meets the agreed service levels

- whether we should expand the asset network through new projects

- how new projects are prioritised

- when the existing assets should be renewed and how/when they should be maintained

- how budgets are allocated

- how asset data is collected and managed.

Our goal is to provide assets that meet the community's demands, comply with the agreed service levels and provide a value for money service that maximises the life of our existing assets and ensure budgets are allocated appropriately in building new assets.

ASSET LIFECYCLE

The lifecycle of an asset can be described in the following stages:

4
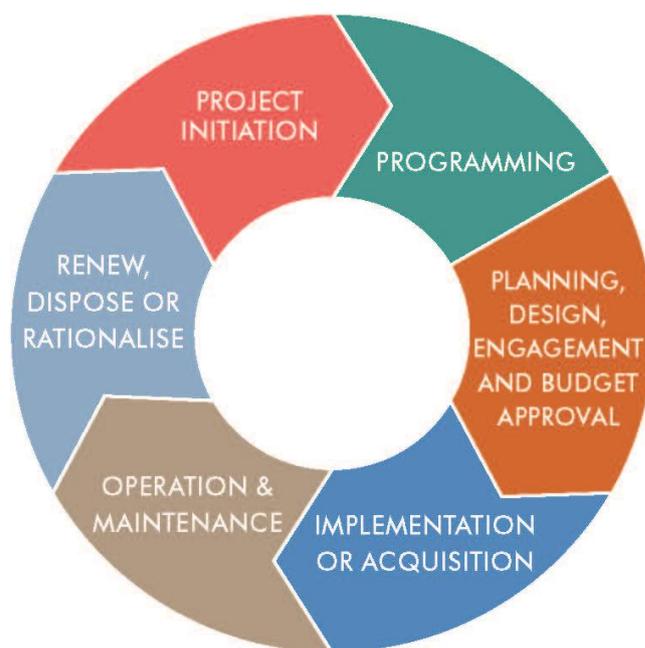
PROJECT INITIATION

A project can be initiated by comparing our current assets to our agreed service levels, strategies or plans, or it may be identified by our community and reported to Council for assessment.

PROGRAMMING

Once a project has been identified, it is added to our Project and Capital Works (PCW) program and prioritised against other projects within that asset category. Each asset category uses a different Resource Prioritisation Document (RPD) to prioritise projects based on factors relevant to the asset type. Our RPDs are reviewed and endorsed by Council annually.

PLANNING, DESIGN, ENGAGEMENT AND BUDGET APPROVAL

In planning for construction, we engage with stakeholders to confirm the scope of the project, complete the design and engage with the community. The project is then included in a draft budget presented to Council, requesting approval to include the project in the program for the upcoming financial year.

IMPLEMENTATION OR ACQUISITION

During implementation staff are responsible for ensuring the project is delivered to council specifications and is constructed as per the design. Through procurement, we ensure contractors, materials and plant are available for project delivery. Not all projects are constructed by council and there are many assets that we acquire (e.g. assets created as part of major developments). In this case, council is involved with planning, but the construction of the asset is undertaken by a third party. Once construction is complete, the new assets are added to our asset register. We are expecting to receive more contributed assets over the next 10 years as growth continues within our city.

OPERATION AND MAINTENANCE

In this stage, the asset is operational and maintenance will be undertaken to maximise the life of the asset.

The asset will be inspected periodically to determine its condition. Using the condition data, we can undertake financial forecasting to inform our long term financial plan, develop programs for both maintenance and capital works, determine the remaining asset life and identify factors impacting the asset condition.

RENEW, DISPOSE OR RATIONALISE

Once the asset reaches the end of its useful life we can either renew or dispose of the asset. This decision is made by staff considering factors such as cost, alignment with council service levels, impact to the community etc. At this stage we also update our asset data and may consolidate assets.

5

GOALS AND OBJECTIVES

The Onkaparinga Community Plan represents a shared vision for the next 10 years and sets our long-term objectives in creating strong, vibrant communities. People, place, prosperity and performance are the four themes used in defining these outcomes.

We have aligned our asset management goals and objectives with those defined in the Community Plan to ensure that the way we manage our assets compliments our communities' vision and that the communities' aspirations are used to set asset management goals.

By setting a Key Performance Indicator (KPI) for each asset management objective, we can track the status of the KPI, identify actions that need to occur and communicate our progress to the community.

THEME	KEY RESULT AREA	ASSET MANAGEMENT RESPONSE – WE WILL …	KEY PERFORMANCE INDICATORS
PEOPLE	**Our communities are connected, engaged and resilient**	1. Recognise and respect our culture and heritage.	• Kaurna Cultural Heritage Management for Excavation Works Procedure is adhered to for all capital works projects.
		2. Provide infrastructure that is safe, well utilised, accessible for all and promotes inclusion and social connection.	• Percentage of assets compliant with the Disability Discrimination Act. • Number of attendees at our centres and utilisation of our places.
	Our communities are active and healthy	3. Provide quality sport, active recreation and active transport facilities and assets that support physical and mental health.	• Participation rates for sporting clubs, volunteer groups, youth development programs and committees, informal physical activity and personal or group fitness.
		4. Ensure our open spaces and natural areas are welcoming and accessible for all.	• Utilisation of our shared path network. • Proximity of all residents to open space and playgrounds. • Utilisation of open spaces, the coast and reserves.
PLACE	**Our city is green and inviting**	5. Maximise the use of recycled materials. 6. Minimise the demand on virgin materials.	• Tonnes of recycled materials used in infrastructure works.
		7. Promote sustainable water management and water re-use. 8. Provide infrastructure that supports greening and cooling.	• Percentage of capital projects that support cooling our city through greening, water sensitive urban design, water infiltration or through selection of materials.
	Our city is a great place to live	9. Maintain our neighbourhoods well.	• Condition of our assets. • Perception of how well our neighbourhoods are maintained. • Vandalism and graffiti rates in public places. • Frequency of street sweeping.
		10. Improve connectivity throughout our region.	• Percentage of footpath, trails, cycling and road network completion.
		11. Ensure contributed assets are constructed in accordance with our service levels and standards and that assets are of sound quality.	• Percentage of contributed assets compliant with service levels. • Percentage of contributed assets capitalised.

GOALS AND OBJECTIVES

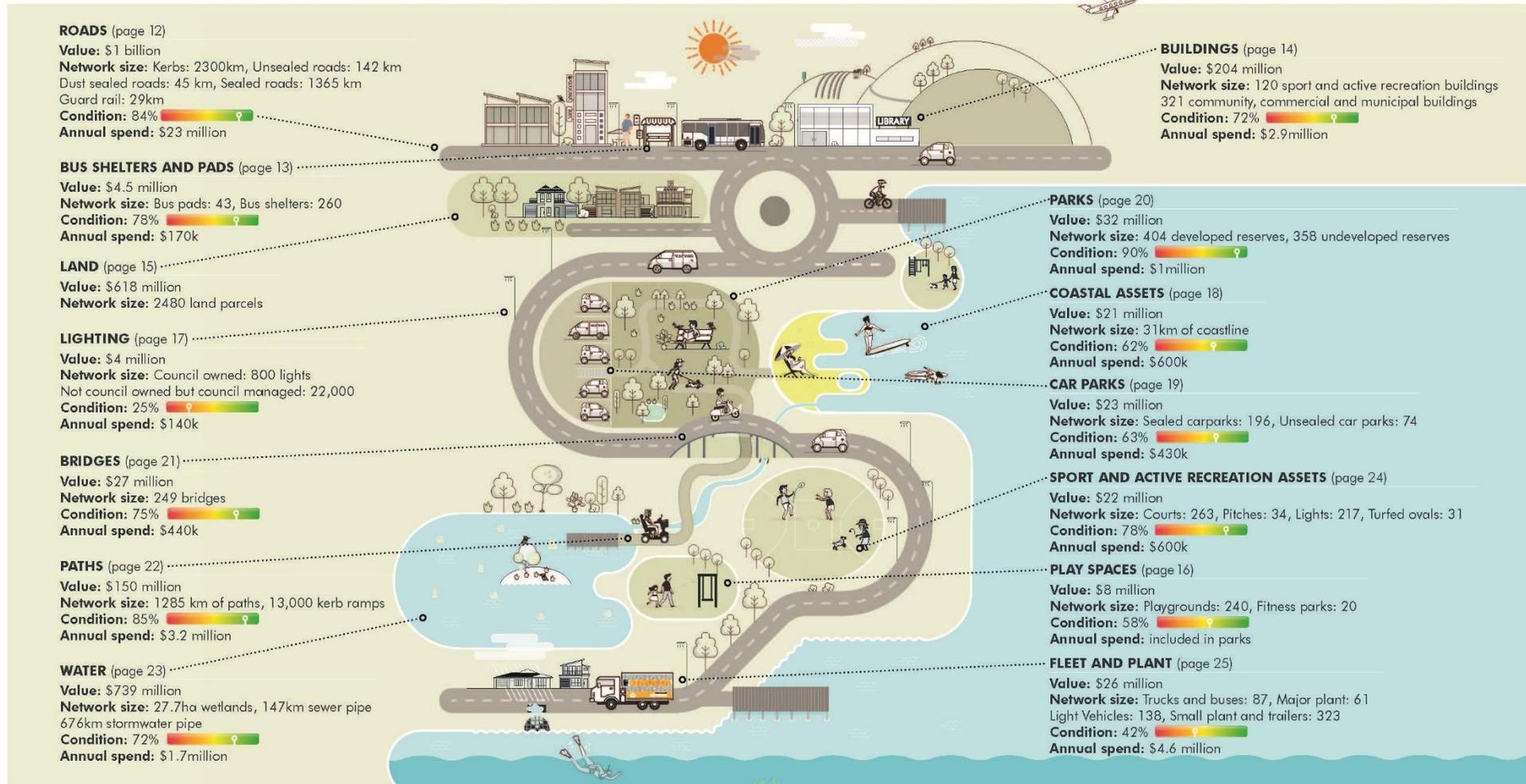| THEME	KEY RESULT AREA	ASSET MANAGEMENT RESPONSE - WE WILL ...	KEY PERFORMANCE INDICATORS
PROSPERITY	**Our economy benefits everyone**	12. Support local business through maintenance and capital works. 13. Support our tourism industry by providing safe and efficient assets that complement our tourist destinations.	• Percentage of local contractors engaged to undertake maintenance or deliver capital works projects. • Capacity of our freight routes. • Condition of assets that experience high levels of tourism. • Visitation at our McLaren Vale and Fleurieu Coast Visitor Centre.
	Our region's natural environment is thriving	14. Minimise our emissions. 15. Construct assets that build resilience to the changing climate.	• Total corporate emissions. • Number of prescribed responses to climate change issues recorded in Asset Management Plans.
		16. Improve our environment through design, construction and maintenance of built and natural assets.	• Maintenance and improvement of vegetation condition within our remnant bushland areas. • Number of trees planted and percentage of these planted through capital projects.
PERFORMANCE	**Our communities trust council to deliver**	17. Provide our communities with asset information that is current, transparent and easy to understand.	• Annual update of the SAMP.
		18. Welcome the opportunity to engage with our community and value their feedback and questions. 19. Identify opportunities to incorporate feedback into our projects.	• Average response times to asset related customer, elected member and Member of Parliament inquiries. • Engagement plans are considered for all capital works projects that are used to identify the most appropriate level of engagement.
	Our rate payers receive strong returns for their rates	20. Manage assets by providing a value-for-money service. 21. Consider the whole of lifecycle cost in managing assets.	• Renewal/sustainability ratio. • Assets delivered meet endorsed levels of service. • Alignment between the SAMP and Long Term Financial Plan data.

Legend

Value: The dollar value of our assets
Network size: The number of assets we own
Condition: The overall physical state of the assets
Annual spend: How much we spend on our assets annually (excluding maintenance costs)

The following pages present an overview of our asset performance, as well as provide details and facts about our service levels, how well the assets are utilised, if the assets are fit for purpose and forecasted budgets. The categories are for display purposes as asset data can be collected and analysed at a component level or can be grouped together into broader asset classes. As an example, we can collect data and report on the components or features of a building (toilets, fire extinguishers, walls, windows etc), report on the single building or report on all of our buildings.

ROADS (page 12)
Value: $1 billion
Network size: Kerbs: 2300km, Unsealed roads: 142 km
Dust sealed roads: 45 km, Sealed roads: 1365 km
Guard rail: 29km
Condition: 84%
Annual spend: $23 million

BUS SHELTERS AND PADS (page 13)
Value: $4.5 million
Network size: Bus pads: 43, Bus shelters: 260
Condition: 78%
Annual spend: $170k

LAND (page 15)
Value: $618 million
Network size: 2480 land parcels

LIGHTING (page 17)
Value: $4 million
Network size: Council owned: 800 lights
Not council owned but council managed: 22,000
Condition: 25%
Annual spend: $140k

BRIDGES (page 21)
Value: $27 million
Network size: 249 bridges
Condition: 75%
Annual spend: $440k

PATHS (page 22)
Value: $150 million
Network size: 1285 km of paths, 13,000 kerb ramps
Condition: 85%
Annual spend: $3.2 million

WATER (page 23)
Value: $739 million
Network size: 27.7ha wetlands, 147km sewer pipe
676km stormwater pipe
Condition: 72%
Annual spend: $1.7million

BUILDINGS (page 14)
Value: $204 million
Network size: 120 sport and active recreation buildings
321 community, commercial and municipal buildings
Condition: 72%
Annual spend: $2.9million

PARKS (page 20)
Value: $32 million
Network size: 404 developed reserves, 358 undeveloped reserves
Condition: 90%
Annual spend: $1million

COASTAL ASSETS (page 18)
Value: $21 million
Network size: 31km of coastline
Condition: 62%
Annual spend: $600k

CAR PARKS (page 19)
Value: $23 million
Network size: Sealed carparks: 196, Unsealed car parks: 74
Condition: 63%
Annual spend: $430k

SPORT AND ACTIVE RECREATION ASSETS (page 24)
Value: $22 million
Network size: Courts: 263, Pitches: 34, Lights: 217, Turfed ovals: 31
Condition: 78%
Annual spend: $600k

PLAY SPACES (page 16)
Value: $8 million
Network size: Playgrounds: 240, Fitness parks: 20
Condition: 58%
Annual spend: included in parks

FLEET AND PLANT (page 25)
Value: $26 million
Network size: Trucks and buses: 87, Major plant: 61
Light Vehicles: 138, Small plant and trailers: 323
Condition: 42%
Annual spend: $4.6 million

The Strategic Asset Management Plan

ROADS

Our roads category includes a sealed and unsealed road network, kerbs, pedestrian refuges, roundabouts and guard rails.

We completed a condition audit of our sealed road network in 2020 and found that our roads are generally in a good condition and have improved considerably since the last audit completed in 2015. We use condition data to model the life of our roads and the preliminary results indicate that our road network will remain in a fair condition, highlighting opportunities to reduce spending in this category.

Our roads experience

80%

of the traffic volumes they are designed for

The state government own and maintain some roads within our city and we advocate for efficient network integration

Our Road Network Plan defines our road hierarchy, typical road cross sections, levels of service and different route types

Our road hierarchy breaks our roads into three categories based on the road use and traffic volumes

Local: Less than 1000 vehicles per day

Collector: 1000 – 2000 vehicles per day

Distributor: 2000 – 4000 vehicles per day

ROADS EXPENDITURE

Based on our current lifecycle modelling, we are proposing to reduce the proportion of our capital spend on our roads but still increase expenditure annually by CPI. The reduction in expenditure will allow us to allocate funds to other categories that are not meeting their current levels of service or are in poor condition.

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BUS SHELTERS AND PADS

Our bus stop infrastructure includes bus pads that are constructed of concrete, asphalt or pavers and a number of bus shelters. All the bus shelters we own are inspected annually by our maintenance team.

Each year, we renew bus shelters that have reached the end of their useful lives and upgrade shelters to comply with the Disability Discrimination Act.

87% of bus stops that have more than 10 people board per day have a shelter installed
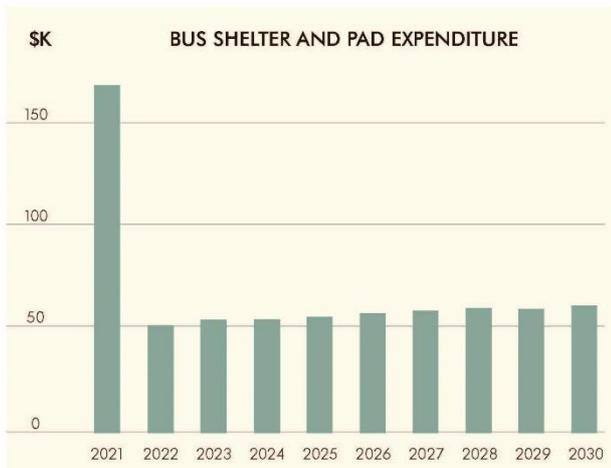
15,000 people board buses within our city each day

92% of our bus shelters are compliant with the Disability Discrimination Act

Based on the condition of our bus shelters, we have proposed to reduce spending in this category then increase this figure annually to account for CPI fluctuations.

New bus shelters

are the responsibility of the state government as the public transport service provider. We continue to advocate to the state government for the funding of new shelters to be reinstated by regularly writing to the minister and lodging enquiries on behalf of residents to Adelaide Metro

$K   **BUS SHELTER AND PAD EXPENDITURE**

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030

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The Strategic Asset Management Plan

BUILDINGS

Our building portfolio is very diverse and is made up of buildings such as community halls, sporting buildings (clubrooms, change rooms, recreation centres etc), surf lifesaving clubs, libraries, scout halls and the McLaren Vale and Fleurieu Coast Visitor Centre.

We have identified improvements required in the functionality of our buildings. Building functionality considers factors such as the location and age of the building, available car parking, compliance with the Disability Discrimination Act and whether the building incorporates green technologies.

$2.9 million is spent on our buildings annually

We have 54,000m² of building floor space

The building budget is expected to increase to allow for the renewal of sports related buildings like change rooms and club rooms.

Green Building Initiatives are used to reduce energy, water and waste and promote renewable energy

The Building Code outlines the requirements we must comply with in building and renovating buildings

99% of our buildings have an occupant and we are working to improve building utilisation

Our buildings are maintained to be functional and well presented via lease arrangements and maintenance plans

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LAND

We own 2480 land parcels. Some of these are used to house infrastructure such as buildings, playgrounds or car parks and others are used as open spaces.

We also own contaminated land sites and four former dump sites and responsible environmental management is critical within these parcels to ensure our monitoring and management techniques comply with the Environmental Protection Authority (EPA) requirements.

For each parcel of land we sell, we assess and value the vegetation present on that land and make a contribution worth twice the value of this to offset the cost of planting new trees in a different location

3%

of our land has been identified as potential surplus to requirements

Land parcels that are surplus to requirements are assessed for revocation and/or disposal

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The Strategic Asset Management Plan

PLAY SPACES

Our play spaces are made up of 240 playgrounds and 20 fitness parks. The condition (58 per cent) was informed by our recent playground condition audit and highlights a need for additional funding to improve the condition of these assets.

Our Open Space Strategic Management Plan 2018–2023 defines an open space hierarchy, classifying our open spaces into regional, district, neighbourhood and local spaces. The assets provided within our open spaces are determined based on the key function of the space and position in the heirachy.

**30%** of visitors stay for over half a day at our regional open spaces

50% of visitors stay for over 2 hours at our district open spaces

100% of our regional and district spaces meet our levels of service, providing assets that accommodate longer stays

60% of our neighborhood and local spaces meet our levels of service

Where possible, play spaces will be provided within **500** metres (walking distance) of most households

Different types of open spaces are designed for different lengths of stays:

Regional: full day
District: 2–4 hours
Neighborhood: 1–2 hours
Local: up to 1 hour

$M — PARKS AND PLAY SPACES EXPENDITURE

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
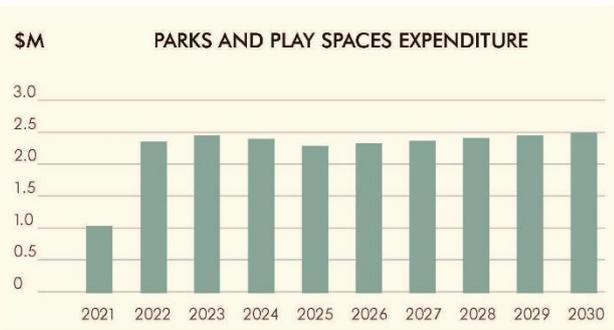
We forecast an increase in expenditure in this category to align with our communities priorities and to improve the overall condition of our play spaces.

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LIGHTING

The majority of public lighting within our city is managed through South Australia Power Networks tariffs. We own a number of lights that are associated with paths and trails, sporting facilities and car parks.

The condition of our lights is poor, however the majority of these are charged at Customer Lighting Equipment Rate (CLER) prices and are on an upgrade program.

We continue to upgrade our lights to **LEDs** reducing greenhouse gas emissions and energy use

We upgrade lights to meet the **current standards** through capital projects

$140,000 is spent on lighting each year and we don't forecast a significant change in this over the next 10 years

100% of our lights are compliant with the standards referenced at the time of installation

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The Strategic Asset Management Plan

COASTAL ASSETS

Our coastal assets include items such as boardwalks, beach access stairs, coastal fencing, lookouts, vehicle ramps and structures like sand groynes, rock revetments and sand bag weirs.

These assets are typically in a moderate condition and we work with consultants to undertake modelling to understand how sea level rises will impact our coast.

We have large scale coastal projects in our capital works program and delivery is subject to **external funding**

$560,000 is spent on our coastal assets each year and we don't forecast a significant change in this over the next 10 years

We maintain **cultural assets** through our projects by enhancing safety and protecting sensitive sites

Natural coastal assets are enhanced and supported through projects and programs such as erosion control, cliff stabilisation and biodiversity planting

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CAR PARKS

We provide car parking for many of our facilities and assets that our community use such as sporting facilities, the coast, community halls, libraries, reserves and playgrounds. Some of these car parks are sealed and others are unsealed.

Overall our car parks are in a moderate condition.

Our car parks provide:
6900 standard parking spaces and
220 accessible parking spaces

We estimate our car parks are **60%** utilised

Annually we **renew car parks** that have reached the end of their useful lives and upgrade other car parks based on their expected use and activity type

$460,000 is spent on car parks each year and we don't forecast a significant change in this over the next **10 years**

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The Strategic Asset Management Plan

PARKS

We own a number of parks and open spaces. Some of these areas are developed and formalised with paths and furniture such as benches and barbecue facilities and are irrigated. Other spaces are undeveloped with no play space facilities or furniture and are referred to as passive open spaces.

Similar to our play spaces, the assets provided within our parks are determined using the open space hierarchy, defined in the Open Space Strategic Management Plan.

We have **27%** average tree canopy cover across our urban open spaces – the 30 Year Plan for Greater Adelaide target is 30%

Passive open spaces provide areas for biodiversity, wetland environments, nature tourism and heat refuges

The budgets for this category are included in the play space category and we have forecast an increase in this budget over the next 10 years. We combine these budgets as park and play space projects are often delivered in conjunction with one another.

Irrigated turf will be provided next to all regional and district level playgrounds and some neighbourhood and local playgrounds

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BRIDGES

We own a number of bridges that provide access for many different user groups. Spanning road bridges are designed for vehicle traffic whereas shared use and pedestrian bridges are designed for pedestrian and cyclist use only.

We have recently worked with the state government to upgrade the Meyer Road rail bridge and have transferred ownership of this asset.

90%
of our bridges have load limits compliant with the road hierarchy

The **Trails and Cycling Strategic Plan** is used to determine the location of shared use bridges

1 in 100-year flood events are catered for by our spanning road bridges

Bridge widths are determined based on the expected traffic volume and use type

Local roads: 6.6m

Distributor and collector roads: 8.5m

Shared use: 2.5m

Pedestrian: 1.5m

$460,000 is spent on bridges each year and we don't forecast a significant change in this over the next 10 years

The **Australian Standards** and network requirements are used to form the bridge specifications

Pedestrian bridges will have a minimum spacing of **400** metres

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The Strategic Asset Management Plan

PATHS

We have an extensive path network consisting of footpaths and shared use paths that provide connectivity through our streets, the coast and open spaces.

This year we completed a condition audit of our path network, which is being used to inform our maintenance and capital renewal programs.

Path widening
is provided where paths are at the back of kerb to accommodate for the placement of bins

Shared use paths
have a minimum width of 2.5m and provide connectivity for commuters and recreational use

Distributor, collector and arterial roads
will have a 1.5–1.8m wide path installed on both sides of the street

45%
of our kerb ramps comply with the Disability Discrimination Act

$3.3 million
is spent on paths each year and we don't forecast a significant change in this over the next 10 years

Local roads
will have a 1.2m path installed on one side of the street

77%
of our paths comply with our service levels with regards to path width

The Trails and Cycling Hierarchy
defines three key levels of service for each type of experience

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WATER

Our water category includes stormwater (the management of rainfall runoff through pits and pipes, swales, rain gardens etc.); water harvesting (wetlands and pipes installed through the Waterproofing the South project to capture and recycle water) and wastewater (the community wastewater management system providing collection, treatment and disposal of wastewater in communities that are not connected to the SA Water wastewater network).
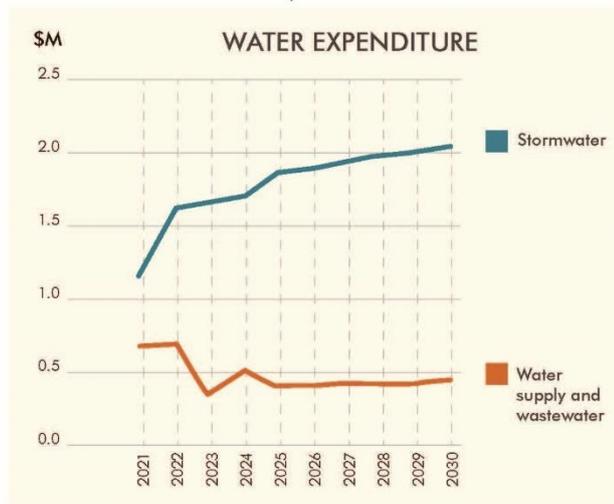
Our wastewater and water supply assets are typically in a good condition and most of this infrastructure is relatively new. We are currently working on a stormwater data collection project to ensure we have a complete data set.

4600 customers use our safe and reliable wastewater services

**98%** of properties are protected from 1 in 100 year storm events

543 Megalitres could be provided by our water supply unit per year

100% of treated wastewater from our wastewater treatment plants is reused for irrigation

100% of our water supply assets are designed to provide alternative water sources, improving sustainability

Our stormwater assets are not performing as well as our other water assets and these repairs are often high risk, costly and unique. We have forecasted an increase in expenditure for this category.

WATER EXPENDITURE

WASTEWATER CONNECTION UTILISATION
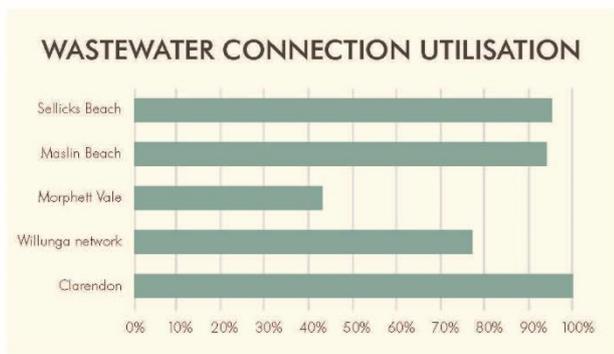
This represents the number of properties currently connected to the wastewater system against the number of properties that could be connected and is expressed as a percentage. For example, the Clarendon network can have a maximum of 24 property connections and 24 properties are connected so it is utilised 100% whereas the Morphett Vale network could have 711 properties connected but only has 305 so is 43% utilised.

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The Strategic Asset Management Plan

SPORT AND ACTIVE RECREATION ASSETS

We provide a variety of sport and active recreation assets such as ovals, courts, pitches, sports lighting and sports fencing that facilitate community level physical activity.

The condition of our sporting assets could be improved and this category has also been identified as a priority by our community so we have proposed to increase spending to address these demands. A portion of this funding will be allocated to buildings to allow for the renewal of sports related buildings such as change rooms and club rooms.

SPORT AND ACTIVE RECREATION EXPENDITURE ($M, 2021–2030)
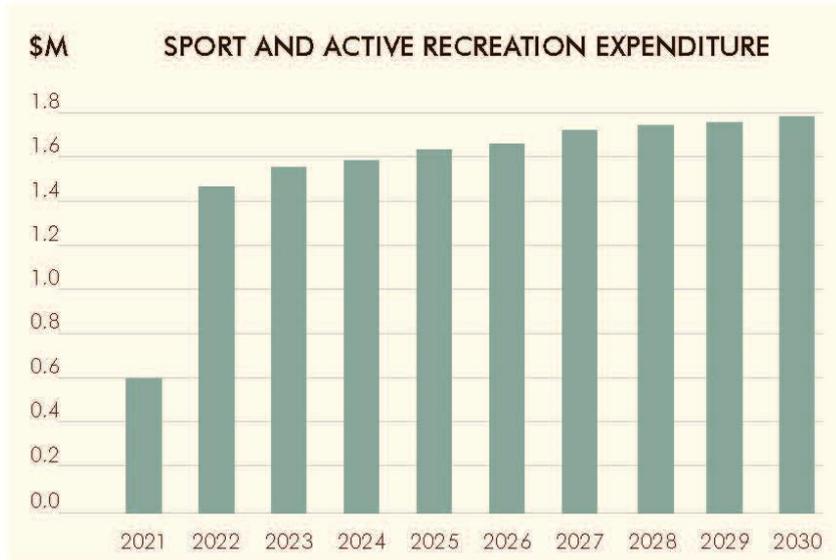
We have an **over supply** of tennis courts, and lawn bowl greens

We **need more** athletics facilities, AFL ovals and cricket and soccer pitches

We maximise the usability of our assets by considering **flexible** and **multi-purpose use**

We have the **right amount** of hockey pitches, netball courts, rugby ovals, baseball diamonds and croquet facilities.
The demand figures vary by district. As an example, we have the right number of netball courts but they are not in the most appropriate locations to adequately service our community

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FLEET AND PLANT

We own a diverse range of mobile assets including excavators, backhoes, light vehicles, small plant, street sweepers and waste trucks that help deliver many council programs.

Though the condition of these assets seems low (42 per cent) this is quite typical for fleet and plant.

As growth continues in our city, we need to recognise when we must review the quantity of our fleet and plant assets as well as budgets, to meet increased demands. A new residential street will require additional bins to be collected, roads that need sweeping and assets that need maintaining, all of which will result in additional use of our fleet and plant.

Our buses, trucks and vehicles can be used for **3,931,000km** per annum and we utilise these **93%**

Our plant can be used for **56,980 hours** per annum

The Institute of Public Works Engineering Australia is used to benchmark our fleet and plant utilisation and we utilise our plant 10% more than these standards

Environmental performance is considered when selecting all new fleet assets

$4.6 million is spent on fleet and plant each year

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The Strategic Asset Management Plan

INTEGRATION WITH OTHER STRATEGIES

The Community Plan 2030 defines a shared vision for the next 10 years and this is turned into action using the SAMP, Annual Business Plan, Long Term Financial Plan and several other strategic plans. This section presents a summary of the strategic plans that we use, demands/ challenges that are identified in these strategies, how these integrate with the SAMP and what this means for our assets.

Our strategic plans are updated periodically and as these are updated to reflect demands, changes in the community's vision and priorities and trends, it is important that we recognise how this impacts the management of our assets.

Community Plan

The Community Plan identifies the community's aspirations and visions for the City of Onkaparinga. We use the Community Plan to inform the goals and objectives of the SAMP, areas for improvement and set key performance indicators, meaning we align our direction with community priorities.

Long Term Financial Plan

COUNCIL PRIORITIES AND BUDGET ALLOCATIONS

The Long Term Financial Plan (LTFP) integrates the annual budgeting process with long-term planning and financial forecasting, considering demands on our assets and lifecycle modelling. We update the LTFP annually and changes in this may be prompted by a change in service level, the availability of accurate and current data and changes in community priorities.

Annual Business Plan

COUNCIL PRIORITIES AND BUDGET ALLOCATIONS

The Annual Business Plan ensures that the annual budget allocations reflect council priorities, providing the community with transparent information regarding priorities for the year, the annual budget and long-term financial position which informs our annual works programs.

There are also a number of other strategies that are currently in the development stage such as the:
- Local Area Plan
- Masterplans
- Climate Change Response Plan

The following page presents information on our other strategies and plans, how they relate to the SAMP, what this means for our community and how these align with the numbered asset management responses presented in the Goals and Objectives section.

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Arts and Culture

ACCESS TO SERVICES   PARTNERSHIPS

The plan discusses the management of infrastructure which supports the arts and encourages us to consider integration and promotion of art and culture through projects.

Goals and objectives: 1, 17–21

Disability Access and Inclusion

ACCESS TO SERVICES   INCLUSIVENESS   POPULATION

The plan identifies actions to ensure our assets are compliant with the Disability Discrimination Act, promote inclusion and are accessible for all members of our diverse community.

Goals and objectives: 2–4, 11, 17–21

Community Capacity

POPULATION   HEALTH AND WELLBIENG

The plan lists activating community infrastructure as a key result area and provides direction on supporting community infrastructure to ensure our assets encourage the community to connect and participate.

Goals and objectives: 2–4, 17–21

Libraries

ACCESS TO SERVICES   TECHNOLOGY   PARTNERSHIPS

The plan identifies how we can enhance the use of our libraries to provide assets that accommodate a range of activities and are accessible, welcoming and fit for diverse needs.

Goals and objectives: 2, 9, 17–21

Sport and Active Recreation

ACCESS TO SERVICES   HEALTH AND WELLBEING

The plan considers the current and future needs of our community and guides planning and decision making to ensure our assets are diverse, fit for purpose, accessible and well utilised.

Goals and objectives: 3, 9–11, 17–21

Open Space

ENVIRONMENT   HEALTH AND WELLBIENG   POPULATION

The plan sets the direction for the open space network, defines an open space hierarchy and service levels and emphasises assets that are green, inviting and fit for users' needs.

Goals and objectives: 4, 7–9, 11, 13, 16–21

Road Network

CLIMATE CHANGE   PARTNERSHIPS   POPULATION

The plan identifies the road hierarchy, road networks, service levels and road cross sections to ensure we create a positive experience for all users and that our transport networks integrate.

Goals and objectives: 9–11, 13, 15, 17–21

Trails and Cycling

INCLUSIVENESS   HEALTH AND WELLBEING   POPULATION

The plan defines the service level for each type of experience and the trails and cycling hierarchy which includes networks for recreational and commuter users.

Goals and objectives: 3, 9–11, 13, 15, 17–21

Economic Growth and Investment

CLIMATE CHANGE   TECHNOLOGY   POPULATION

The plan focuses on building a successful economy within our region and recognises infrastructure development as a key result area to support growth and a prosperous economy.

Goals and objectives: 12, 17–21

Green Cities

CLIMATE CHANGE   ENVIRONMENT

The plan identifies principles to integrate vegetation and trees with our assets and outlines actions for sustainable energy use, promoting a healthy and sustainable community and a green city.

Goals and objectives: 4–8, 14–21

Tourism

ACCESS TO SERVICES   POPULATION

The plan prompts consideration for the levels of service provided in constructing and maintaining assets around our tourism precincts so our assets support visitation and meet the expectations and needs of visitors.

Goals and objectives: 13, 17–21

Waste and Recycling

ENVIRONMENT   SUSTAINABILITY

The plan defines the waste service we provide, assets that support waste collection services, waste targets and highlights sustainability as a priority.

Goals and objectives: 5, 6, 9, 14, 17–21

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The Strategic Asset Management Plan

FINANCIALS

This section of the SAMP is designed to provide our community with a snapshot of our financial position, provide detail on different funding types and our financial projections.

Capital funding

Capital funding is split into renewal and new/ significant upgrade funding streams. Renewal funds are used to replace assets that have reached the end of their useful lives whereas new/significant upgrade funds are used to create new assets or replace an existing asset and upgrade that asset considerably through its replacement.

We use Resource Prioritisation Documents (RPD) to prioritise capital funding. RPDs exist for each asset category and include factors specific to each category which are scored to prioritise projects.

Link between Long Term Financial Plan (LTFP) and SAMP

Each year we revise our LTFP which details the projected financial position for each asset class (in both the new/significant upgrade and renewal categories) over the next 10 years.

It is critical that there is a strong alignment between the SAMP and the LTFP. The projected budgets in the LTFP must align with the objectives and demands identified in the SAMP to ensure that budgets are allocated to achieve these objectives, but it's also important that if budget shortfalls, pressures or opportunities are identified, that these are reflected in the SAMP.

Depreciation and financial projections

The preliminary findings from our roads condition audit indicate an opportunity to reduce our annual spend on road renewal as our roads are now in a fair condition and are predicted to remain in a fair condition for a number of years. The road renewal budget continues to grow after the initial reduction to account for CPI fluctuations.
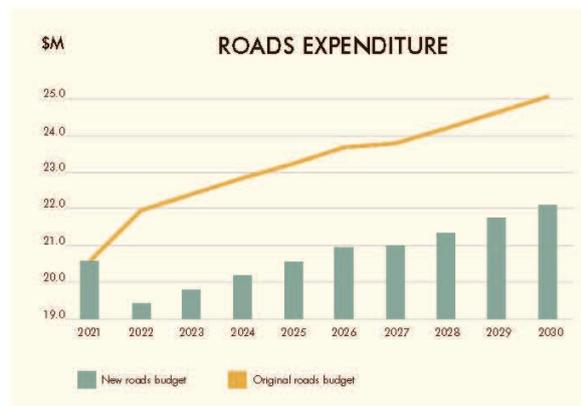
By reducing our annual expenditure in the road renewal category, through the LTFP, we are proposing to reallocate funds to other renewal categories where assets are either currently not meeting their levels of service, are in poor condition or have been identified as a priority by our community.

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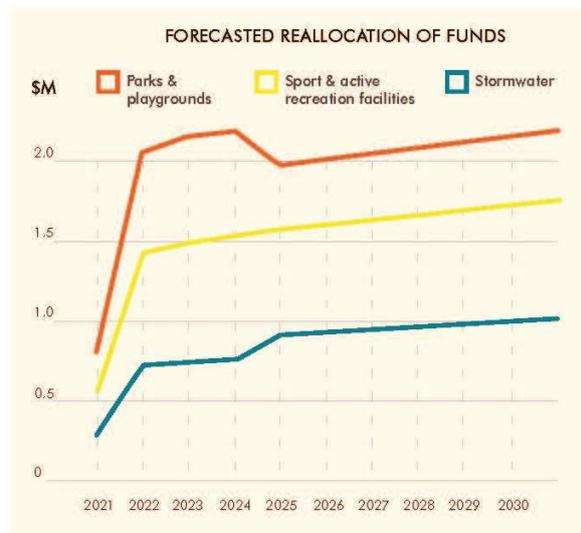
The chart on the bottom of page 28 shows that through the LTFP we have reallocated savings from the roads category to the parks and play spaces, sport and active recreation and stormwater assets categories. There is a decrease in the parks and play spaces budget in the 2025–26 financial year which is due to growth figures being lower than the original forecast. It should also be noted that our sport and active recreation buildings such as club rooms, changerooms etc. are managed through our buildings category. The increase in our sport and active recreation budget will be split between sporting facilities and buildings and the split of this budget is currently being worked through as part of the Long Term Financial Plan and Sport and Active Recreation Strategic Plan reviews.
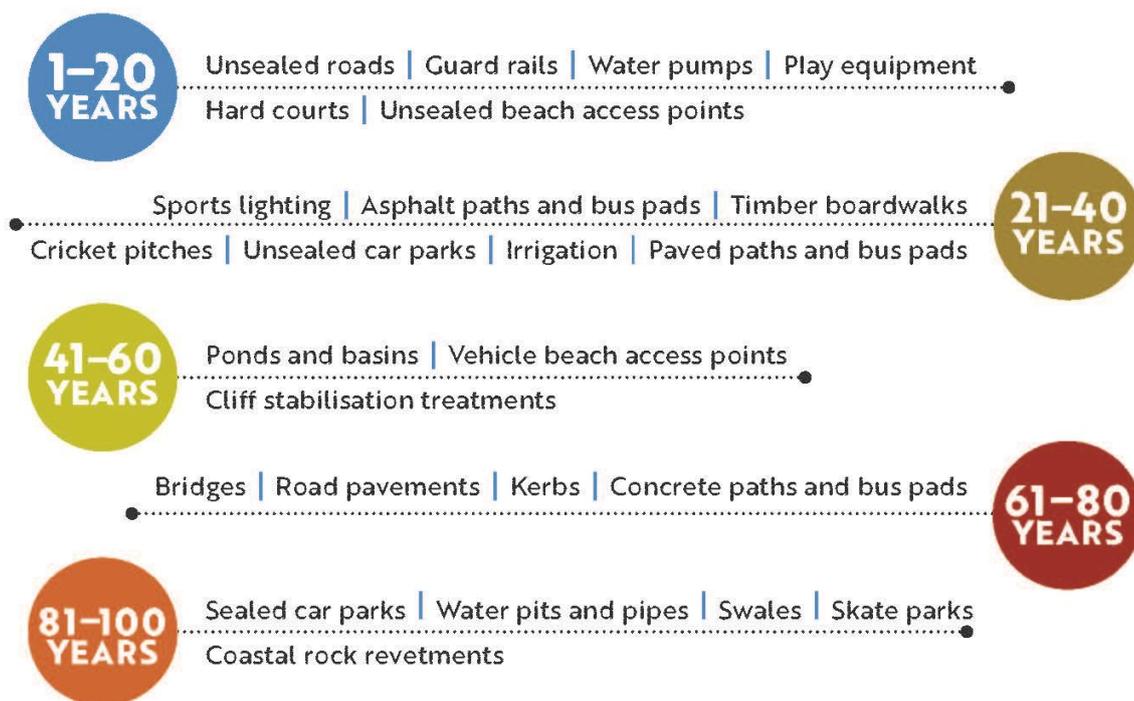
The proposed changes to budget allocations do not come into effect until the 2022–23 financial year. For most of our assets we work on a three year cycle where we plan the project in year one, design the project in year two and construct the project in year three. By implementing these changes in the 2022–23

financial year this provides our planning, design and construction teams adequate time to adjust programs so projects can be delivered successfully. The other categories that have not been presented on page 28 only have minor fluctuations in budgets over the next 10 years.

In evaluating our financial position, we must also consider how assets in our asset classes depreciate over time. The depreciation rate varies for different types of assets, depending on the estimated useful life of the asset. Useful lives vary by asset type (e.g. paths have a different useful life to a road) and by other factors such as location, how much the asset is used and material type. Information on useful lives are presented below.

Another important consideration is intergenerational equity, which ensures the financial decisions we make now, are fair for future generations. We consider this in managing our operating surpluses, capital renewal budgets and levels of borrowing and debt.

USEFUL LIVES OF ASSETS

1–20 YEARS
Unsealed roads | Guard rails | Water pumps | Play equipment
Hard courts | Unsealed beach access points

21–40 YEARS
Sports lighting | Asphalt paths and bus pads | Timber boardwalks
Cricket pitches | Unsealed car parks | Irrigation | Paved paths and bus pads

41–60 YEARS
Ponds and basins | Vehicle beach access points
Cliff stabilisation treatments

61–80 YEARS
Bridges | Road pavements | Kerbs | Concrete paths and bus pads

81–100 YEARS
Sealed car parks | Water pits and pipes | Swales | Skate parks
Coastal rock revetments

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FINANCIALS

Asset sustainability

The asset sustainability ratio expresses expenditure on asset renewal as a percentage of the projected funding required for asset renewal. It illustrates the percentage of assets being replaced at the rate they are wearing out and our target range for this is between 90 per cent and 110 per cent of the expenditure proposed through our Asset Management Plans.

The below chart forecasts the asset sustainability ratio over the next 10 years and shows that we stay within our target range. Though we have proposed changes in the expenditure between categories (e.g. decreased roads and increased stormwater) the total expenditure does not fluctuate greatly.

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2020-21 MAINTENANCE

Water - $5 million

Roads - $4.4 million

Parks and playgrounds - $17 million

Plant and equipment - $5 million

Buildings - $5 million

Paths - $2.8 million

Legend:
- Plant and equipment - $5 million
- Bus Pads and shelters - $80,000
- Coastal assets - $150,000
- Lighting - $85,000
- Roads - $4.4 million
- Water - $5 million
- Buildings - $5 million
- Car parks - $100,000
- Paths - $2.8 million
- Parks and playgrounds - $17 million
- Sport and active recreation assets - $800,000

Maintenance

Maintenance budgets are used to complete minor repairs, servicing and maintenance works on our assets. By undertaking maintenance, we maximise the useful life of the asset and ensure the asset is performing to the required level.

Some maintenance works are planned and programmed, while other works are more reactive in nature. The split between proactive and reactive work is largely dependent on the availability of accurate and current data and the type of maintenance required.

The above chart presents the split of maintenance funding across the various asset categories. It should be noted that for some asset categories (such as water, which includes both water supply and wastewater) we receive income that

offsets maintenance costs, and these have been accounted for in the above graph.

Historically, the growth in our asset portfolio has not been proportional to the required growth in maintenance budgets. Through improvements such as the introduction of in-field technology and greater access to improved quality of data, our maintenance works are being delivered more efficiently and this funding gap has not been adequately quantified. We plan to develop Asset Maintenance Activity Plans for each of our asset classes to better understand maintenance budget requirements, defect intervention levels and ways we can optimise the life of our assets. We must also consider how the reallocation of capital budgets impact our maintenance funding, operations and resources.

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The Strategic Asset Management Plan

LIMITING FACTORS

We have presented asset goals and objectives as well as asset management responses, though there are a number of limiting factors that may impact whether we are able to achieve these. For each of the limiting factors discussed, we also identify how we manage and minimise risks.

Project risks

Effective risk management is a critical tool in ensuring we find innovative ways to deliver our services without compromising quality or creating risks beyond a level we are willing to accept. We use a Risk Management Framework, which is consistent with the Australian Standards and ISO 31000, that outlines the risk management process including how risks are identified, analysed, evaluated, treated, consulted on, monitored and reviewed.

Risk types that could impact the delivery of the SAMP include business, reputation, customer, environmental, legal and financial risks.

WE MINIMISE RISK BY:

- assessing the natural environment, public safety, socio-political and business impact risks for all capital works projects

- considering risk in prioritising renewal projects and maintenance works

Economic

At the time of writing the SAMP, Australia's economy has been significantly impacted by the COVID–19 pandemic and the full impact of this is not yet known. Like the rest of the world, federal and state governments are trying to protect both their citizens' health and the economy.

This has had an impact on how we allocate budgets and has increased pressures on local government to review rates and their level of spending. There has also been concern expressed in increasing the level of debt and we need to understand how this impacts the projects and programs we deliver for our community.

Further to this, in response to COVID–19 we have brought projects forward for delivery through the Federal Local Roads and Community Infrastructure Program.

WE MINIMISE RISK BY:

- reviewing our Long Term Financial Plan annually

- improving the link between the Long Term Financial Plan and the SAMP

- prioritising capital spending using Resource Prioritisation Documents

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Climate change

It is crucial that we recognise the impact that our changing climate has on the way we design, construct and maintain our assets and the impact these factors have on our allocated budgets. Severe weather events have effects on many of our assets such as our coastline and stormwater management systems. We must also consider the way increased temperatures impact the performance of our assets and how we can better manage these to promote cooling and reduce emissions.

We will include items highlighting the way we address climate change in our Assets Action Plan and are currently working with other local governments to ensure a consistent approach. Climate change impacts are very broad and they effect many of our practices.

WE MINIMISE RISK BY:

- designing assets considering the impacts of climate change and allocate budgets accordingly

- identifying managing climate change risk in our Assets Action Plan

- collecting data to measure and forecast climate change effects

- setting Key Performance Indicators (KPIs) to measure the percentage of our projects that promote greening, water sensitive urban design, sustainable use of materials and emission reductions

- setting KPIs that track the number of prescribed responses to climate change included in our asset management plans

Political

We must manage our assets to cater for the diverse and changing needs, priorities and expectations of our community. There are many events that may prompt a change in priorities such as the completion of a service review, the analysis of new data sets, a change in council etc.

For most of our assets, we plan in 10 year cycles and these plans must be flexible to cater for changes. Changing priorities may impact service levels for some of our asset classes and identify different areas where spending is a greater priority and we must understand how this impacts the community.

Risks and opportunities that are generated through a change in council, state government or government funding priorities should be identified as infrastructure planning and programs may be impacted by these.

WE MINIMISE RISK BY:

- developing forward works programs for our assets

- allowing for flexibility in our resourcing of project and program delivery

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The Strategic Asset Management Plan

LIMITING FACTORS

Social

We have been reviewing the way we engage with our community to build trust, have greater transparency in our information sharing and identify opportunities where the community's feedback can influence project outcomes. This is critical living in a digital age where information can be easily shared and when there is a high level of scrutiny on local governments.

When consulting with the community, we refer to our Community Engagement Framework and complete a Community Engagement Plan to identify the level of engagement required and identify appropriate engagement tools (e.g. online platforms such as Your Say and social media, letters, signage, etc.)

WE MINIMISE RISK BY:

- using Community Engagement Plans to identify suitable levels of engagement for capital works projects. This takes into account factors such as stakeholders, the risk of the project, community impact, scope of influence, etc.

- updating the SAMP annually

- setting KPIs that emphasise sound community engagement such as customer response times, completion of engagement plans etc.

SAMP and KPI resourcing

Through development of the SAMP, many improvements have been identified and we must prioritise and resource these appropriately to ensure they can be delivered.

Resourcing that may be required to implement these improvements include the reallocation of, or additional, staff priorities, software packages or tools or budget for items such as data collection and climate change adaption.

WE MINIMISE RISK BY:

- capturing operational improvements in the Assets Action Plan and highlighting the resourcing required to implement each of these actions

- reporting annually on our KPIs and providing an opportunity to highlight resourcing shortfalls

Capability and awareness

For the SAMP to be delivered successfully it is critical that staff understand the purpose of the document and ensure it is well utilised, regularly referenced in discussions with the community, internal teams and Council and regularly updated to reflect accurate and current information.

WE MINIMISE RISK BY:

- presenting an annual SAMP update and as part of this reviewing asset data, KPIs and the Asset Action Plan

- engaging with our community on the development of the SAMP

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ASSET MANAGEMENT PRACTICES AND CONTINUOUS IMPROVEMENT

This section of the report details high level improvements that have been identified to improve the efficiency in the way we deliver our asset management services.

Operational and process improvements

Through the review of the Corporate Asset Management Plan (CAMP) and development of the SAMP, many operational and process improvements have been identified. These include items such as the management of natural assets (e.g. creek lines, water basins, trees, etc.), the process of reviewing and endorsing Resource Prioritisation Documents, maintenance planning, setting customer focused KPIs, etc. We will be formalising an Assets Action Plan that will be used internally to document and track the progress of these improvements.

Many of the improvements identified are likely to streamline internal processes, improve our efficiency and quality of output and ensure consistent process use. The implementation of a new Enterprise Resourcing Planning System, OneCouncil, underpins the majority of these by providing a platform to map, document and measure processes and better manage our data.

Enterprise management and asset data

We are currently in the process of implementing the OneCouncil enterprise management system. As discussed above, many of the operational and process improvements that will be included in the Assets Action Plan, will be underpinned by the implementation of the OneCouncil system.

The OneCouncil system contains an Asset Management module, which will deliver further improvements such as:

• Asset language - consistent language and terminology will be used across asset categories

• Asset hierarchy - there will be a well-defined asset hierarchy used throughout the organisation

• Asset performance - the system will allow us to better understand the current condition of individual assets, the overall condition of asset classes and how maintenance work impacts these measures. It will also allow teams to transition to more preventative maintenance programs

• Asset lifecycle modelling - with improved management of asset data, we will be able to undertake more detailed lifecycle modelling to ensure our budgets are allocated to maximise the life of our assets

• Reporting - with integration of dashboards and a commonly used system, we will have the ability to better communicate asset data with internal teams and external stakeholders and use this to set and measure KPIs. It also ensures the teams have real time information

• Asset data - by reviewing our asset data in OneCouncil it will be clear which asset classes have complete data sets, data gaps and the areas where the quality of data could be improved. Having complete and high-quality data sets will allow for improved asset lifecycle modelling and accurate identification of budget pressures and budget forecasting. This will also influence our annual capital works and maintenance programs.

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STRATEGIC ASSET MANAGEMENT PLAN SERVICE LEVELS

Attachment 1 – Service levels

BRIDGE ASSETS

Bridge assets are provided in accordance with obligations arising under the ***Local Government Act 1999*** and the requirement of our Development Plan. We shall continue to provide and maintain bridges, culverts and floodways' as appropriate within the portions of the road network that are our responsibility.

Bridge asset upgrades and development will meet the requirements of our Development Plan and comply with Australian Standards, codes of practice and guidelines where relevant. Where a development is proposed which will generate the need for bridges, we will ensure that these facilities are in accordance with relevant standards.

Bridge assets serve the community with:

- transport connectivity within the area
- transport connectivity with the wider transport network
- walking and cycling facilities
- local amenity and enhanced functionality within the immediate environs
- improved facilities in public places, including the coast.

Acknowledging the above, the location of road bridges will be determined by road network requirements.

Location of pedestrian bridges will be determined by the need to link existing and new pedestrian facilities and will be cognisant of the location of existing bridge structures which provide access. Locating multiple bridges within 400 metres of each other, where they provide the same level of access to an area, will be avoided where possible.

The provision of shared use path bridges is currently informed by the Trails and Cycling Strategic Management Plan 2016-21.

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BUILDING ASSETS

Legislation constraining assets

Reference	Details/impact
AAS27 Accounting Guidelines	defines the rules to be applied when accounting for assets within the local government environment
Building Code of Australia	describes the construction standards to be applied to all new buildings built after 1993
Council by-laws	laws enforceable by council that constrain the behaviour of tenants and general public when using public buildings
Dangerous Substances Act 1979	an Act to regulate the keeping, handling, transporting, conveyance, use and disposal, and the quality of dangerous substances
Development Act 1993	an Act to provide for planning and regulate development in the state; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate
Disability Discrimination Act 1993 (Cth)	this *Commonwealth Act* describes the requirements for property owners of pre-existing buildings to make provision for disabled persons where that provision will not cause undue hardship for the owner
Environment Protection Act 1993	an Act to provide for the protection of the environment; to establish the Environment Protection Authority and define its functions and powers
Fences Act 1975	an Act to provide for the erection, replacement, repair and maintenance of fences
Food Act 2001	an Act to provide for the safety and suitability of food
Graffiti Control Act 2001	an Act to introduce measures for the minimisation of graffiti; to punish people responsible for graffiti; to provide for the removal of graffiti
Heritage Places Act 1993	an Act to make provision for the identification, recording and conservation of places and objects of non-Aboriginal heritage significance; to establish the South Australian Heritage Council
Landlord and Tenant Act 1936	an Act to regulate the relationship of landlord and tenant under certain commercial tenancy agreements
Local Government Act 1999	an Act to provide for local government in SA
Occupational Health and Safety Act 1986	an Act to provide for the health, safety and welfare of persons at work
Private Parking Areas Act 1986	an Act to regulate, restrict or prohibit the use by the public of private access roads, private walkways, and private parking areas; to make special provision for the enforcement of provisions relating to private parking areas
Public and Environmental Health Act 1987	under the conditions of this Act it is the duty of a local council to promote proper standards of public and environmental health and to prevent any infestation or spread of vermin, rodents or other pests within its area

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The Strategic Asset Management Plan

Reference	Details/impact
Real Property Act 1886	an Act to regulate the land titles in South Australia and to administer land and easement transactions.
Residential Tenancies Act 1995	an Act to regulate the relationship of landlord and tenant under residential tenancy agreements
Retail and Commercial Leases Act 1995	an Act regulating the leasing of certain retail shops; to amend the *Landlord and Tenant Act 1936*
Zero Waste SA Act 2004	an Act to establish a statutory corporation, Zero Waste SA, with the function of reforming waste management in the state; to amend the *Environment Protection Act 1993*

Levels of service and standards - Legislative

Some aspects of asset service delivery are constrained by legislation which determines the size, type, location, life-cycle, maintenance regimes and disposal method for the assets. These Acts may call up Australian Standards and Codes of Practice where appropriate to guide or direct outcomes. The legislation in this instance will be deemed to be the benchmark for performance measurement.

The underlying table summarises the legislation that is the source of some of these benchmarks for each of the asset management phases.

Issue	Service strategies	Benchmark standards
Provision – Planning	*Local Government Act 1999* *Development Act 1993 (SA)*	Assets must be sustainable, adequate, appropriate, accessible and cost effective. Development planning must be in keeping with the requirements of the approved Development Plans.
Construction	Building Code of Australia (BCA) *Disability Discrimination Act (Cth)*	All buildings constructed are to be fully compliant with the conditions outlined in the BCA and all related legislation, Standards and Codes of Practice (including DDA).
Replacement	*Development Act 1993* Building Code of Australia (BCA)	All buildings and sub-elements to be replaced in accordance with the requirements of the Development Act, the BCA, relevant Australian Standards and Codes of Practice.
Maintenance	*Development Act 1993 (SA)* Building Code of Australia (BCA) Relevant Australian Standards	Buildings and sub-elements to be maintained in full accordance with the requirements of the Development Act, the relevant Australian Standards and associated codes of practice.

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Issue	Service strategies	Benchmark standards
Operations	Council by-laws, *Dangerous Substances Act, Disability Discrimination Act, Environmental Protection Act, Fences Act, Food Act, Graffiti Control Act, Heritage Places Act, Landlord and Tenant Act, OHS&W Act, Private Parking Areas Act, Residential Tenancies Act, Retail and Commercial Leases Act, Zero Waste Act.*	All assets and sub-elements should be operated in strict accordance with the requirements of the Acts outlined in the Drivers.
Disposal	*Environmental Protection Act 1993* *Zero Waste Act 2004* Accounting Standards *Real Property Act 1886* *Local Government Act 1999* *Crown Lands Act 1929*	Buildings and sub-elements to be disposed of in accordance with the statutory obligations contained within these principles pieces of legislation.

Table 1: Levels of service and standards – Legislative

Levels of service and standards - Corporate

It is expected that the corporate goals and objectives will drive the development, management, operation and disposal of facilities through the proper analysis and application of the corporate plans, business plans and strategies. It is also expected that council will create its own set of guidelines, standards and specifications for the future development of some assets, such as public toilets, community halls, libraries etc, and that these will be used in future to measure performance (where appropriate).

In some cases the proper application of the corporate goals and objectives implies the correct use of the BCA, Australian Standards and other legislation as outlined in Table 1 above.

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The Strategic Asset Management Plan

Issue	Service strategies	Corporate standard
Planning	City of Onkaparinga Development Plan	Application of the key outcomes as defined in the Development Plan.
Planning cont	Community Plan 2030	Monitor delivery of the key outcomes of the Community Plan 2030 through individual Business Plans.
	Climate Change Response Plan (due 2021) Others previous strategies such as the: Biological Diversity Strategy 2006-2010 Water Management Strategy 2008-2013	Application of standards and guidelines within which planning can be carried out to ensure the environmental sustainability of its assets. Implementation of Council's Green Buildings Initiative
	Open Space Strategic Management Plan 2018-23 Trails and Cycling Strategic Management Plan 2016-21	Provision of standards and guidelines for planning for appropriate levels of open space amenity in the 'Local, District, Neighbourhood or Regional' reserves.
	Sport and Active Recreation Strategic Management Plan	Provision of standards and guidelines for the delivery of recreational facilities.
	Community Capacity Strategic Plan 2021-24	Provision of standards for the delivery of facilities for the aged population in the City.
	Public Toilet Strategy	Provision of standards and guidelines for the delivery of public toilet facilities in the City.
Construction	Council Standards for construction, referencing the BCA and Australian Standards.	Appropriate application of the design standards for all facilities: See Public Toilets, design standards.
Replacement	Building Asset Management Plans	Application of appropriate standards for: - Obsolescence and/or redundancy caused by functionality and location issues. - Asset failure – caused by issues of maintainability, cost effectiveness, condition. - Legislation that limits asset life-cycles. - Manufacturer's recommendations for optimum replacement because of standardised life-cycles.
Maintenance	Maintenance Strategy	Council ensures application of: - Legislative requirements for maintenance - Manufacturer's recommendations. - Local needs, considering the environment, local standards, local guidelines - Implementation of proactive maintenance scheduling (where appropriate)

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Issue	Service strategies	Corporate standard
Operations	Operations Plans Community Land Management Plans	Council ensures appropriate application of: - Operations Guidelines for each asset including the use of the manufacturer's recommendations for proper operation of each asset. - Compliance with appropriate Acts, Australian Standards and Codes of Practice (see table 3). - Appropriate maintenance/inspection programs. - Reference to the Environmental Mgt. System.
Disposal	City of Onkaparinga's Accounting Standards. Community Land Management Plans	Council ensures appropriate application of the rules for asset disposal.

Table 2: Levels of service and standards - Corporate

Levels of service and standards - Community

In order to better understand the community's expectations for facilities, council will generally engage with the community at a number of levels. This may include participation in community forums, and the undertaking of an annual survey of ratepayers. These engagements will invariably provoke investigations for increased capital works, improved maintenance practices or changes to operational procedures.

It is reasonable to expect that the community's expectations for management and operations of assets will be in keeping with the industry best practice approach, which should be based around the application of appropriate Australian Standards, as well as the council's own guidelines.

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Issue	Service strategies	Community expectation
Planning	Community surveys and forums Demographic analysis Service needs	Appropriate application of the results from the surveys and forums for the provision of new or improved facilities.
Construction	Building Code of Australia (BCA) ***Development Act*** Council Standards Budgets	The Community expect the proper application of: - Development Plan requirements. - Australian Standards and Codes of Practice. - Council Standards for design and construction.
Replacement	Community surveys and forums Legal requirements	Appropriate legal compliance and use of survey and forum results for the replacement of existing facilities.
Maintenance	Australian Standards, Council's own maintenance strategies, programs, plans and guidelines.	Demonstration of best-practice approach, using Council's Maintenance Plans and Guidelines and appropriate Australian Standards.
Operations	Council's Operational Guidelines	Proper use of Council's Operational Guidelines in maintaining, operating, cleaning, making safe, securing and removing waste from the site.
ESD	Council's Environmental Guidelines encompassed within the climate change strategy	Use of Council's own Environmental Guidelines in managing each site.
Disposal	AAS27 Accounting Guidelines Acquisition and disposal policies.	Proper use of Council's Accounting Guidelines.

Table 3: Levels of service and standards – Community

Performance indicators and measures

The asset service levels must be measurable, as they are used to quantify and qualify the outputs from each asset or asset group so as to ensure optimum delivery of the associated programs.

They are based around a performance scale of A (excellent) to E (very low) across a number of result areas, including condition (functionality and aesthetics), compliance, cost effectiveness and capacity.

Condition standard and levels of service

This is the standard which combines the level of presentation with the aesthetics of the asset/facility. The standard of condition is a factor of the assessment both of these issues. The assets should be assessed for their potential to influence **visual** and **operational** outcomes, in terms of:

- presentation
- functionality.

This approach is intended to encourage assessors to think of assets in terms of the outputs that they deliver, rather than as entities in their own right.

Visual and functional standards

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Level	General Definition	Visible	Functional
Excellent (A)	Reflects the highest outcome possible for an asset at all times.	As new or highest quality of visual appearance reasonably achievable.	All elements must function as intended at all times, with no down time during periods of intended use.
High (B)	Reflects the high level of importance of the facility to the organisation.	Minor signs of visible deterioration for short periods of time when viewed closely.	All elements must function as intended during periods of intended use, with a low probability of failure.
Standard (C)	A default standard that reflects on operational needs.	Some minor signs of visible deterioration are acceptable when viewed from normal distance.	All required elements should function as intended during periods of intended use. Minor failures, excluding those which bring threat to safety or security, can be tolerated.
Low (D)	Reflects a lesser priority on appearance, yet still meets OHSW needs.	More significant signs of visible deterioration are acceptable when viewed from a normal distance. Failure of the surface finish may impact on related surfaces.	All required elements should function as intended during periods of intended use. Minor failures will be tolerated except for security.
Very Low (E)	Mothball standard for a facility that is no-longer used or is about to be disposed in the short term.	Visual standard is not important.	No requirement to retain any functional performance except to avoid degradation of asset value.

Table 4: Visual and Functional Standards

The above table describes the level of visual presentation and functionality required to reach the desired benchmarked condition rating for each building use category.

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Levels of Service - Condition benchmarks

Building Use Type	Functional Use Zones	Benchmarks		Overall Condition
		Presentation	Functionality	
Commercial Buildings	All functional use zones	Standard	Standard	Standard
Community Centres	All functional use zones	Standard	Standard	Standard
	Kitchens	High	High	High
Halls	All functional use zones	Standard	Standard	Standard
Municipal Buildings	Reception, Foyer	High	High	High
	All other functional use zones	Standard	Standard	Standard
Public Toilets	All functional use zones	Low	High	Standard
Other Buildings	All functional use zones	Standard	Standard	Standard

Table 5: Levels of service - Condition benchmarks

Legal Compliance Standards and Levels of Service

Buildings must comply with the standards and codes of practice that existed at the time of construction (unless major developments have taken place since that time). It is intended that the following service levels will be set as benchmarks for any new or improved buildings and for the existing portfolio.

Standard	Legal Standard Descriptions
Excellent	All legal responsibilities must be met at all times.
High	All legal responsibilities must be met at all times.
Standard	All health, safety and environmental issues met at all times. Other responsibilities should be achieved to the maximum extent feasible.
Low	Legal responsibilities with respect to health, safety and the environment should be met where possible.
Very low	Only essential responsibilities for safety and the environment are met.

Table 6: Legal Compliance Standards

The above table describes the level of compliance required to reach the required benchmark standard for each building-use category.

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Building Use Type	Functional Use Zones	Benchmark Legal Standard
Commercial Buildings	All functional use zones	Standard
Community Centres	All functional use zones	Standard
Halls	All functional use zones	Standard
Municipal Buildings	All functional use zones	Standard
Public Toilets	All functional use zones	Standard
Other Buildings	All functional use zones	Standard

Table 7: Levels of service – Legal compliance

Cost Effectiveness Standard and Levels of Service

Cost effectiveness standards deal with the level of costs associated with management and operation of the building, compared to benchmarks set for similar structures in a similar operating environment.

Building research has ascertained that optimum annual maintenance costs of typical council buildings should be approximately 1.5% of the replacement value of the building. This includes regular routine and breakdown maintenance costs and the replacement of existing elements. It does not include utility costs (electricity and water) or operations (cleaning, security and waste).

It is intended that the following cost effectiveness standards will be set as benchmarks for the existing portfolio.

Standard	Cost Effectiveness Standard Description
Extreme	Long-term economic criteria are essential in this category. Apply the highest level of maintenance to increase long-term replacement cycle and minimise operational costs. Annual maintenance costs >3% of the Replacement Cost.
High	The aim is to maximise medium to mid to long-term economic performance. Lower level of priority for long-term cost effectiveness. Annual maintenance costs >1.5% and <3% of the Replacement Cost.
Standard	The primary aim is to optimise medium term economic outcomes. Some trade-off with maintenance planning may reduce life-spans and increase operating costs. Annual maintenance costs 1.5% of the Replacement Cost.
Low	Limitation of short-term maintenance costs is the primary objective. Low level of maintenance priority will shorten life-cycle and reduce replacement cycle. Annual maintenance costs >0.5% and <1.5% of the Replacement Cost.
Very Low	The limitation of maintenance costs in the short-term is the primary objective. Short life is not an issue. Annual maintenance costs <0.5% of the Replacement Cost.

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Table 8: Cost Effectiveness Standards

The underlying table describes the level of cost effectiveness required to reach the desired rating for each building use category.

Building Use Type	Functional use	Cost Effectiveness Standard
Commercial Buildings	All functional use zones	Standard
Community Centres	All functional use zones	Standard
Halls	All functional use zones	Standard
Municipal Buildings	All functional use zones	High
Public Toilets	All functional use zones	Standard
Other Buildings	All functional use zones	Standard

Table 9: Levels of Service - Cost Effectiveness

Capacity Standards and Levels of Service

Capacity standards are based on supply and demand issues associated with the design standards and the requirements of the tenants/users. They are sometimes determined by internal council policy; however, they may also be constrained by the legal requirement such as outlined by the BCA and a license to operate (eg a liquor license). Using the classification system outlined in the BCA, all public buildings at the City of Onkaparinga are classified as either:

- class 9b – assembly building
- class 5 – office building used for professional or commercial purposes.

Under these classifications building capacities are determined by using the table D1.13 of the BCA that outlines the area per person depending upon the use to which it is put. This is summarised for the City of Onkaparinga's buildings as follows:

Building Use Type	Specific use	BCA Building Class	Area per person
Commercial Buildings	Tourist Park laundry block	Class 9b	N/A
	Tourist Park shower block	Class 9b	N/A
Community Centres	Meeting rooms	Class 9b	1 sqm per person
Halls	Meeting rooms	Class 9b	1 sqm per person
	Theatre and public hall	Class 9b	1 sqm per person
	Theatre dressing room	Class 9b	4 sqm per person
	Kitchens	Class 9b	10 sqm per person
	Kiosk	Class 9b	1 sqm per person
	Gymnasiums	Class 9b	3 sqm per person
Municipal Buildings	Offices	Class 5	10 sqm per person
	Workshops for maintenance staff	Class 9b	30 sqm per person
Public Toilets	Public conveniences	Class 9b	Based on the number of cubicles, or the length of the urinal.
Other Buildings	Undetermined	-	-

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Table 10: Levels of Service - Building Capacity Guidelines (National Construction Code)

Using these guidelines assessments are to be carried out of all council buildings to determine their demand against designed capacity.

Locational Standards and Levels of Service

The service levels and standards for location are based on two key issues:

The corporate requirements

Our 'corporate' assets are the Noarlunga Civic Centre and the depots (Field Operations Centre and Southern Operations Centre). It is essential that these facilities are located appropriately so as to ensure effective and efficient use of Council's resources, as well as to ensure easy access to the community when necessary.

Community expectations

The community assets are all those of a non-corporate nature. There is an expectation that these assets will be located according to the need of the community based on demographics or trends, and that whenever they are not able to deliver the service intended because the service is no longer needed (eg because of changes in demography), then the asset will be reviewed in line with future requirements.

Locational service levels and standards for public conveniences have already been developed and can therefore be analysed more closely. Where the location of an asset does not apply relative to the locational standards specific to this asset group, then the asset may be reviewed for council consideration for disposal.

Building Use Category	Locational Levels of Service
Commercial Buildings	Businesses must be commercially viable
Community Centres	Demographic study determines need for Community Centre
Halls	Demographic study determines need for Hall
Municipal Buildings	Efficiency and effectiveness of depots and office locations
Public Toilets	Main Street, Regional Sportsground, District Sportsground, Neighbourhood Sportsground (linked to kiosk), Regional Park, District Park. 100-200 metres from high-use area, high-use coastal nodes.
Other Buildings	As needed

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BUS STOP ASSETS

Bus stop infrastructure is provided in accordance with obligations arising under the **Local Government Act 1999**.

Council maintains it is the responsibility of the State Government to provide dedicated bus stop infrastructure at stops that do not currently have council owned bus shelters. Council is currently not funding the provision of new bus shelters unless the State Government provides funding support.

Council's bus shelter funding allocation is currently directed toward the DDA compliance and replacement of infrastructure at stops that already have existing council owned infrastructure.

Where council has provided bus stop shelters, basic minimal protection from wind, sun and rain will be provided with seating for three average sized people and includes space for two wheel chairs. DDA compliance is to be provided wherever practicable.

Bus stop infrastructure management will be focussed in areas of concentrated residential development to encourage use by the maximum number of passengers and in areas of high need for support to use the services.

Appropriate locations include but are not limited to:

- schools
- shopping centres
- medical facilities
- major transportation hubs and transport routes
- tourist locations
- community centre and leisure facilities
- aged and disabled facilities.

Metropolitan bus service shelters are to be provided by the service provider (DIT) who prioritise infrastructure according to the following network hierarchy:

- transfer stops
- transit stops (in bound)
- go zones (in bound)
- high use (close proximity to schools or shops etc)
- rural bus services shelters, excluding school bus routes, may be provided by the City of Onkaparinga
- school bus service shelters are to be provided by the service provider; however this does not preclude use of existing infrastructure.

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CAR PARK ASSETS

Car park assets are provided in accordance with obligations arising under the *Local Government Act 1999* and our Development Plan.

Car park assets serve our communities with:

- upgraded facilities in public places (including the coast)
- enhanced functionality and design of centres
- improved maintenance of public infrastructure and facilities.

Our current service level is to:

- provide and maintain car parks including stand-alone car parks and those associated with other facilities as appropriate
- comply with the requirements of our Development Plan
- comply with Australian Standards, Codes of Practice and guidelines
- where a development is proposed which will generate the need for car parking facilities, Council will ensure that these facilities are in accord with relevant standards.

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The Strategic Asset Management Plan

COASTAL ASSETS

Coastal assets are provided in accordance with obligations arising under the ***Local Government Act 1999***. We will undertake coastal projects that address coastal pressures (natural, human and infrastructure), provide mitigating actions to manage these pressures and deliver on-ground works that act in support of maintaining the natural values of the coast in a sustainable manner. Such works typically include erosion control, cliff stabilisation, access provision, access restriction and the protection of sensitive sites.

The coastal environment provides the community with both tangible services and less tangible services such as:

- coastal lifestyle and recreational options
- opportunities for tourism and employment
- a biologically diverse marine environment
- coastal open space
- coastal residential opportunities
- maritime heritage sites
- an important social and cultural identity attached to living by the coast.

In relation to beach access and fencing we will endeavour to:

- provide planned and controlled access to the shoreline and conveniences such as car parks, public toilets and other facilities in selected locations
- maintain natural and cultural assets and protect these from damage including beaches, dune systems, salt marshes, estuaries, aboriginal sites of significance and established coastal views
- integrate asset development and management with the coastal character through careful consideration of material selection, colouring, placement and coordination with the design of other structures
- develop fencing and access ways that are durable and robust
- enhance safety for motorists, cyclists and pedestrians by according with relevant standards and guidelines where possible.

In relation to coastal protection and other coastal assets we will endeavour to:

- maintain and strengthen the natural 'values' of the coast rather than using hard engineering methods to halt natural process
- develop cliff stabilisation works that focus on the mitigation of public risk and protection of infrastructure. Stabilisation works will consider soft and hard engineering, revegetation, upgrade/rationalisation of access points, informal signage and a broader community information/educational program.

Balancing the business and tourism (economic) and community (social) demands on the coast and the health of the natural coastal environment is relevant to all three categories in this asset class.

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CWMS ASSETS

Corporate service standards

It is expected that the corporate goals and objectives will drive the development, management and operation of the CWMS system through the proper analysis and application of the corporate plans, business plans and strategies.

The corporate service standards are set out in the table below:

Accessibility	Wastewater connections available.	For customers within defined CWMS areas we endeavour to authorise connections into our CWMS within 30 days following the provision of the required information and the payment of all relevant connection charges and account establishment fees.
Affordability	The services are affordable and compliant with ESCOSA pricing principles. The services are managed and maintained at the lowest possible cost for required level of service.	Fees and charges are set in compliance with ESCOSA's pricing principles set out in its Price Determination, to ensure full cost recovery for long term sustainability of the CWMS and affordability for customers.
Health and Safety	Sewage is managed with minimal risk to public and environmental health and safety.	Remove sewage and wastewater from each CMWS connected property in accordance with all relevant public health and environmental regulatory requirements. Overflows attributed to CWMS faults are contained and cleaned up within 24 hours.
Reliability/ Responsiveness	A reliable and efficient service is provided.	60% customers satisfied with the reliability of their wastewater services. An emergency telephone number is provided by council and TRILITY in the event of an emergency or service interruptions. This service is available 24/7. Provide customers with information on planned interruptions to their CWMS service at least 4 business days prior to undertaking any works or maintenance.
Sustainability	Long term plans are prepared.	A 20-year management plan is operational for wastewater, approved by appropriate authorities, and is reviewed every 5 years.

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	Water resources are used efficiently and sustainably.	100 % compliance.

TRILITY Pty Ltd Key Performance Indicators (as outlined in the contract)

The asset service levels must be measurable, as they are used to quantify and qualify the outputs from each asset or asset group so as to ensure optimum delivery of the relevant asset.

They are based around a performance scale of identified target levels as outlined.

CWMS

The Key Performance Indicators described in clause 1 of schedule 8 of the contract (as outlined below) apply only to the CWMS, excluding the WWTP.

- **Number of Pumping Main Bursts**

  Method of data collection: Records to be kept by TRILITY and be made available to the Council on request.

  Target level: No pipe bursts recorded.

  Comment: This is a measure of the level of performance of TRILITY in its management of the requirement for an assessment of the road for ongoing expenditure and the genuine integrity of the CWMS.

- **Number of Chokes**

  Method of data collection: Records to be maintained by TRILITY and to be made available to the council on request.

  Target level: No chokes required

  Comment: This is a measure of the level of performance of TRILITY in its management of the pipelines, its management of the need for it to anticipate future capital expenditure on replacement and renovation and the general integrity of the CWMS.

- **Number of Pumping Station Overflows**

  Method of data collection: Records to be maintained by TRILITY and to be made available to the council on request.

  Target level: Nil recorded each month

  Comment: This is a measure of the level of performance of TRIITY in its operation of the CWMS, its management of the need of the need for it to anticipate future capital expenditure on replacement and renovation and the general integrity of the CWMS.

- **Percentage of Reported Defects Rectified in 8 hours**

  Method of data collection: Records to be maintained by TRILITY and to be made available to council on request.

  Benchmark level: 80% of reported defects to be rectified within 8 hours of a service call being received by TRILITY.

  Comment: This is a measure of the level of performance of TRILITY in its management and operation of the CWMS and its provision of customer service.

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- **Percentage of Reported Defects Rectified in 48 hours**

  Method of data collection: Records to be maintained by TRILITY and to be made available to the council of request.

  Benchmark level: 100% of reported defects to be rectified within 48 hours of a service call being received by TRILITY.

  Comment: This is a measure of the level of performance of TRILITY in its management and operation of the STEDS and its provision of customer service.

WWTP

The Key Performance Indicators described in clause 2 of schedule 8 of the contract (as outlined below) apply only to the performance of the WWTP.

- **Compliance with Treated Effluent Quality Specification**

  Method of data collection: Regular testing and reporting to the council.

  Benchmark level: The Effluent Quality criteria specified in clause 2.4 of Schedule 1, subject to the Influent Specification complying with the criteria specified in Schedule 9.

  Comment: This is a measure of the proper operation and management of the System and also compliance with environmental requirements.

- **Compliance with EPA Licence Including Provisions of Monitoring Programme and Contingency Plans**

  Method of data collection: Review by the council and appropriate authorities.

  Benchmark level: 100% compliance

  Comment: This is a critical level of performance of TRILITY in complying with its obligations under the agreement.

Septic Tank Desludging Programme

The Key Performance Indicators described in clause 3 of schedule 8 of the contract (as outlined below) apply only to the performance of the management of the Septic Tank Desludging Programme.

Method of data collection: Records to be maintained and reported by TRILITY and independent checks by council.

Benchmark level: Performance to be in accordance with agreed programme.

Comments: This is a measure of whether the council's reports regarding regular Desludging are being met.

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FOOTPATH ASSETS

Footpath provisions need to align with National and State Strategies as well as Council plans and strategies. The ***Local Government Act 1999*** and the Council's Infrastructure Planning and Provision Policy Statement state requirements for footpath delivery.

The Footpath Network services the community with:

- Safe pedestrian movement throughout the district in all weathers
- Access to businesses, facilities, residences and recreational facilities
- Pleasing streetscape and reserves amenities
- Enhanced transport facilities
- Lifestyle and recreational options.

The Infrastructure Planning and Provision Policy Statement states:

"Council will provide and maintain footpaths as appropriate where they are determined to be Council's responsibility".

In addition, Council will provide developer funded footpaths on a priority basis once contributions are received and when sub-divisions have reached 80% occupancy.

The Service Level Statement details the service levels for footpaths.

Urban areas and townships - Residential

Low Density Housing

- Major roads (arterial, distributor and collector roads) shall have a footpath on both sides of the road located away from the back of kerb where possible and where there is demonstrated need.
- Minor /local roads with low density residential development shall have a footpath on one side of the road located away from the back of kerb, or at the back of the kerb and include a wider section to accommodate refuse bins placed on the footpath on collection days. Urban design principles should inform the most appropriate location for the footpath in these instances.
- Minor/local roads within pedestrian generator zones may have consideration given for footpaths on both sides depending on the pedestrian generator and identified pedestrian traffic.

Medium/High Density Housing

- Major roads (arterial, distributor and collector roads) shall have a footpath on both sides of the road located away from the back of kerb where possible.
- Minor /local roads where the majority of the development is medium/high density residential shall where possible have a footpath provided on at least the side containing the medium density development. Site specific issues will need to be considered in regard to whether the footpath is positioned either at the back of kerb, remote from the kerb or made full verge width. Urban design principles should inform the most appropriate location for the footpath in these instances.

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Urban areas and townships – Centres

Generally, roads of all classifications within identified Centre's shall have a footpath on both sides. Consideration should be given to paving the full width of the verge, depending on the verge layout, relationship to development, and street-scaping requirements. There are 4 categories of Centres: Regional, District, Neighborhood and Local. It is anticipated that Regional and District, and a number of Neighborhood Centre's, will have an associated individual action plan that sets out specific infrastructure requirements for the centre. Where these are completed and approved, the service level contained therein shall be followed.

Rural roads

- Major rural roads shall utilise the road shoulder as the footpath

- Where possible, and an assessment against the Resource Prioritisation Document prioritisation and scheduling criteria justifies, an off–road unsealed path (shared path when and where appropriate and possible) shall be provided in the road reserve. The location of off-road paths are considered within the Trails and Cycling Strategic Management Plan.

- Minor/local rural roads shall utilise the road shoulder as a footpath.

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LIGHTING ASSETS

Lighting assets are provided in accordance with obligations arising under the *Local Government Act 1999* and the requirement of our Development Plan.

Service levels have been reviewed as part of preparation of this plan and vary according to the asset category and ownership. These are outlined below:

SA Power Networks (SAPN) owned lighting and energised by an unmetered power supply

> All new lighting will be installed to SAPN's, and current street and road, lighting Australian Standards.

> Council will upgrade existing SA Power Networks owned lighting according to the following:

- Where lighting at intersections and pedestrian refuge crossings no longer meets current standards and where there is an assessed safety risk

- Where the road hierarchy classification of a road has changed post the initial installation and existing lighting does not comply with current standards relevant to the new road hierarchy classification

- Where council undertakes a major road, car park or reserve upgrade project.

CLER lighting (Council owned and SAPN maintained, unmetered lighting)

- No new lighting will be installed by council or developers under a CLER tariff arrangement

- Where current street lighting under a CLER tariff exists and requires replacing, new lighting may be upgraded to the required standards and transferred to SAPN's asset base

- Where it is not practical or cost effective to upgrade to SAPN's standards, CLER lights shall be transferred to an energy only tariff and lighting maintained by Council.

Metered lighting (Council owned)

- Metered lighting will be installed according to the relevant Australian Standard and be fit for purpose.

- Metered connections shall be used to energise lights installed in parks and reserves, however a connection to the unmetered network may be used where practical in this situation under the 'energy only' tariff agreement.

Lighting attached or ancillary to Council owned buildings, which is connected to the buildings metered electricity supply, is considered to be a building asset and included in the Asset Management Plan – Buildings.

Energy efficient LED technologies are being considered as part of any new lighting project. Council are currently transitioning to LED street lighting and including 'SMART' lighting technology options as part of lighting upgrades and new lighting projects.

Solar lighting is also being considered for new projects and will be installed where it is feasible and practical.

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OPEN SPACE ASSETS

The open space network is provided in accordance with obligations arising under the **Local Government Act 1999** and the **Development Act 1993**. Council will provide and manage a system of council owned open space that facilitates a range of passive and active recreational, lifestyle and environmental opportunities that are safe and promote physical health, social interaction, increased land values, enhanced landscape amenity and the protection and enhancement of the natural and cultural environment.

The Open Space Strategic Management Plan 2018-2023 sets the principles, planning and direction for the future provision, development and maintenance of the open space network. It defines the open space hierarchy including 4 levels to describe the size of a park's catchment and 3 broad activity types (active, family and passive). Both the catchment and activity type will direct the service levels that will be applied to the design construction and maintenance of parks.

1. Regional – providing a large range of services that attract visitors from across the City and beyond and will be designed in a way that ensures users who have travelled to and intend to stay for a long period of time are supported by appropriate facilities.

2. District – providing a moderate range of services that attract visitors from across a district and will be designed in a way that ensures users who have travelled to and intend to stay for a long period of time are supported by appropriate facilities.

3. Neighbourhood – providing a small range of services that attract residents from across a suburb and will provide facilities that cater for local residents who have travelled a short distance and intend to have a short stay.

4. Local – providing services that attract residents from within a short walking distance and will provide facilities for local residents who have walked a short distance and intend to stay for a short time.

Whilst the catchment size influences the total capacity of a park and the provision of travel and long-stay facilities, community need should be the primary driver for service levels.

The open space planning principles provide high level direction to ensure the provision and design of open space and supporting facilities and infrastructure matches the service levels and key function of our open spaces according to the hierarchy.

The open space network also serves the community in more complex ways by providing:

- opportunities for a broad range of leisure and recreation activities
- physical links to larger areas of open space, natural features and facilities such as schools, shopping centres and other services
- water quality improvement by buffering watercourses such as creeks, rivers, drainage reserves and stormwater channels through filtration of stormwater and rainfall
- environmental conservation by protecting and maintaining habitat and corridors, the natural environment and the life forms which comprise it (including the different plants, animals and microorganisms, their genes and the ecosystems of which they are part)
- preservation of cultural and heritage places significant to European or Indigenous communities

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- visual appeal providing a buffer between incompatible land uses, shielding more sensitive uses whilst providing open space for community use.

Open Space Service Standards – Family Parks

Regional Family Park

Our service standard identifies that we should have four regional family parks within the City of Onkaparinga. These include Wilfred Taylor Reserve Morphet Vale, Thalassa Park Aberfoyle Park and The Adventure Playground Port Noarlunga and as the population increases in the southern suburbs a fourth regional park will be built.

A Regional Family Park is a major unique and iconic play space with facilities and services that meet the needs of visitors intending to stay for up to a full day.

Council's base provision of service for these types of parks includes:

- A high level and comprehensive tailored playground suitable for long stays and designed for all ages
- All ability play facilities to be provided as part of the play space
- Space suitable for large scale gatherings
- Playgrounds should be adventure and inclusive in nature and include a high element of nature play
- A park large enough to provide for 150 or more children per hour
- Facilities provided to meet the needs of carers
- Group play should be encouraged as part of any design development
- There will be a combination of play and safety surfaces
- There may be a separation of age specific play areas
- Irrigated turf area to be provided
- Public art to be included
- Drink fountains to be provided
- Sealed pathways to be included in and around park area
- Public litter bins to be provided
- Barbeque facilities to be provided
- High quality landscaping throughout the park
- Built shade structures to be provided
- Lighting to be provided
- Information and directional signage will be provided

In some cases, Council may consider advanced provision (site specific) of the following;

- Toilets
- Car parking suitable for mini bus and larger coaches

District Family Park

We have a number of District Family Parks distributed across the council area. Examples of District Family Parks include Market Square in Old Noarlunga, Robertson Road in Reynella and The Rose Garden on Port Road in Willunga.

District Parks are designed for stays from two to four hours and can be accessed by shared use paths, footpaths, public transport and cars.

Council's base provision of service includes:

- Park should be large enough to provide for 30-65 or more children per hour
- Tailored playgrounds that meet a wide age group and medium scale gatherings
- A formed path network to and around the playground should be provided
- Playground may include nature play elements
- All ability play facilities to be provided as part of the playspace
- Built and planted shade should be provided
- An irrigated turf area to be provided
- Picnic facilities to be provided
- Drinking fountains to be provided
- Public litter bins to be provided

In some cases, Council may consider advanced provision (site specific) of the following;

- Toilet facilities
- Barbeque facilities
- Car parking
- High level landscaping
- Information and interpretive signage
- Art work
- Lighting

Neighbourhood Family Park

A Neighbourhood Family Park will have a medium sized play area within walking distance for adults, children and children beginning to travel independently. The playground is suited for ages 0-12 years+. These parks are designed for stays of 1-2 hours.

Council's base provision of service includes:

- Playspaces to be designed to allow for small scale gatherings and focus on a specific age group
- Seating
- Formal paths
- Playground will be integrated into surrounding landscape where possible
- Two or more dynamic play elements to be included in the playspace
- The playground should provide surfaces that allow access for all
- Trees will be included for shade
- Playground safety surface maybe a mix of surfaces taking into consideration children with mobility challenges
- Where possible and appropriate an area of irrigated turf will be provide near to the playground

In some cases, Council may consider advanced provision (site specific) of the following;

- Where possible provide an area suitable for a kick around
- Some elements of nature and all ability play maybe considered as part of the playspace
- Bins
- Drinking fountain
- Picnic tables

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Local Family Local Park

These parks are our most common with over 140 spread across the council area. They usually consist of minimal play equipment and are generally designed to cater for short visits.

A Local Family Park will provide a small play area within easy walking distance that often will focus on a specific age group.

Council's base provision of service includes:

- Playspaces will be designed to allow for small scale gatherings and focus on a specific age group
- Playground equipment that provides for early to middle childhood
- Seating will be provided
- Playground safety surface should only be of one type
- Up to two pieces of dynamic play elements will be included in the playspace
- Trees planted for shade
- Where possible, and appropriate, an area of irrigated turf will be provided near to the playground

In some cases, Council may consider advanced provision (site specific) of the following;

- Elements of nature play
- Formed paths

Open Space Service Standards – Active Parks

The primary function of active parks is the provision of formal sporting activities and the service provision is directed by the Sport and Active Recreation Action Plan (in draft), however some of these spaces may provide the community with informal leisure opportunities.

Regional Active Park

Regional Sports Parks and large iconic parks draw in both local visitors as well as visitors from outside the region. Facilities meet the requirements for visitors who plan to stay up to one day.
These sites are specifically used as multi-use sports grounds, including formal and active sport activities such as football, afl, rugby, bmx and skate parks, clubrooms, toilets, bbqs, car parking, irrigated sports turf. Some of these parks may also provide a playground.

District Active Park

Guided by the Sport and Active Recreation Action Plan (in draft) these are sites specifically utilised as District level sports grounds. Formal and active sport activities including football, tennis, afl, rugby, bmx, surf clubs, and skate parks, clubrooms, toilets, bbqs, car parking, irrigated sports turf. Some of these parks may also provide a playground.

Neighbourhood Active Park

Guided by the Sport and Active Recreation Action Plan (in draft), these sites provide active and formal sport such as bmx, cricket, tennis or skate parks.

Regional Passive Park

These parks include our key wetland and Waterproofing the South sites throughout the council area. These sites are also known as our Regional Biodiversity Sites and state owned Regional and National Parks can also serve the same function.

Councils base provision of service includes:

- Unsealed and/or sealed pathways will be provided
- Interpretive signage will be provided
- Seating will be provided

In some cases, Council may consider advanced provision (site specific) of the following;

- The inclusion of artwork
- Car parking
- Viewing areas
- Picnic facilities
- Bird hides
- Boardwalks

District Passive Parks

District Passive Parks also known as District Biodiversity Sites include some creek lines, wetlands and some Waterproofing the South sites.

Council may provide any of the following however is very site specific:

- Unsealed pathways
- Interpretive signage
- Artwork
- Seating
- Car parking
- Viewing areas

Neighbourhood Passive Parks

Neighbourhood Passive Parks consist of minor creeklines, minor land parcels and land with small pockets of biodiversity.

Minimal provision of facilities however interpretive signage, seating and minor unsealed paths may be provided on a case by case basis.

Local Passive Parks

Local Passive Parks often consist of small road reserves, drainage lines and other minor stormwater management sites. Sites may include small pockets of biodiversity with generally no built facilities included.

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ROADS, KERBS AND SPOON DRAIN ASSETS

The road network, with its associated kerbs and spoon drains, is provided in accordance with obligations arising under the ***Local Government Act 1999***. We will provide and maintain roads as appropriate within the portions of the road network for which we are responsible. We will liaise with the Department for Infrastructure and Transport (DIT) for corresponding development of the arterial road network under DIT care and control.

The road network serves the community with:

- connectivity within the region
- connectivity with the wider road network and DIT roads
- support to business and tourism
- access to properties.

Service levels for our roads are informed by the Road Network Plan. A review of our Road network Plan is due in 2021.

The Road Network Plan provides the operational management procedures and frameworks for decision making for the road hierarchy and functional network. Criteria are identified to guide the designation of the road hierarchy classification based on movement type along a road. Each hierarchy classification provides cross section requirements, parking, property access, and speed environments, acceptable forms of traffic control, alignment, pedestrian facilities and lighting.

The functional hierarchy classifications are based on determining the most common vehicle type along a road. Our functional hierarchies include freight, tourist, access and passenger transport routes. Functional classifications combined with the road hierarchy inform the cross section requirements, parking layout, acceptable forms of traffic control and alignment.

Frameworks for decision making include traffic management, unsealed road maintenance and upgrades, freight networks, native vegetation management, sustainable roads (water sensitive urban design) and unmade roads.

All roads will comply with Australian Standards and guidelines where relevant. We have a road network consisting of both sealed and unsealed roads.

Our roads that shall generally be sealed are:

- secondary arterial
- collector
- distributor
- local/minor urban roads.

The methodology for managing unsealed roads and identification of roads that remain unsealed are detailed in section 8.2 of the Road Network Plan. Generally these:

- have low maintenance costs
- have low traffic volumes
- service a limited number of properties
- are primarily used by light passenger vehicles.

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Unsealed roads not to be sealed include roads in the area known as the Aldinga Scrub and parts of Port Willunga. In addition, the Road Network Plan identifies a number of unique unsealed roads and acknowledges that the traffic impacts of sealing these roads must be considered on a case by case basis.

The kerb and spoon drain network serves the community by:

- providing traffic control/management
- managing and redirecting surface stormwater (property runoff, road surface, verge)
- minimising roadside maintenance
- minimising environmental issues, such as scour and erosion.

Kerb and spoon drain assets are a component of many sealed roads or sections of sealed roads. The provision of these assets relates primarily to service standards and will be provided in line with the requirements for arterial, secondary arterial, and distributor, collector and local roads as detailed in the Road Network Plan.

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SHARED USE PATH ASSETS

The shared use paths network is provided in accordance with obligations arising under the *Local Government Act 1999*.

The shared use path network serves the community with:

- safe, healthy lifestyle options for participation in unstructured recreation
- safe walker and cyclist movement throughout the district
- additional means of access to areas of interest, residences and other recreational facilities
- pleasing streetscape and reserve amenities
- alternative transport facilities
- protection of natural areas from degradation (managed access near sensitive areas).

Levels of service and locations for shared use paths are currently based on the Trails and Cycling Strategic Management Plan 2016-21 as well as legislation, regulations and standards.

We will provide and maintain a network of shared use paths and trails in accordance with the Trails and Cycling Strategic Management Plan 2016-21. This network includes off-road bicycle and shared use paths, walking trails (but not including footpaths) and horse trails. In providing shared use paths, we will strive to achieve multiple objectives wherever possible.

Connecting paths will be considered where required to provide connections between new and existing shared path infrastructure.

Urban areas and townships

Shared use paths mapped via the Trails and Cycling Strategic Management Plan 2016-21 process have considered significant corridors such as:

- the coast
- major waterways
- linear reserves
- major roads (arterial, distributor and collector roads).

Shared use paths along major roads will be located away from the back of kerb, wherever possible.

Rural roads

Unless identified in the Trails and Cycling Strategic Management Plan 2016-21 shared use paths will not be provided along rural roads where users will utilise the road shoulder.

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WATER RESOURCE ASSETS

Service Level Context:

Water resource assets are provided in accordance with obligations arising under the **Local Government Act 1999** and other relevant legislation, and the Agreement between the Government of South Australia and the Local Government Association on Stormwater management (February 2006).

Water resource assets serve the community by:

- minimising risk of injury, flooding and property damage due to major and minor storm events
- improving accessibility and reducing risk of injury or damage during "unexceptional" rain events by reducing surface water flows and ponding on streets
- contributing to enhanced environmental health by reducing ponding and potential for waters to stagnate
- improving aesthetics of open space
- addressing our general environmental duty of care obligations under the **Environment Protection Act** and **Natural Resources Management Act** by:
  - protecting and supporting receiving water's ecosystems and
  - supporting biodiversity of indigenous native species of flora, fauna and microfauna
  - providing recreation facilities
  - enhancing the landscape
  - enabling water harvesting and reuse.

Our water management infrastructure service levels acknowledge the influence of State Government policy, natural resource management plans and research which promote management of Stormwater in accordance with the principles of integrated catchment management:

- to protect and minimise risk to property, infrastructure and public health and safety;
- protect waterways from erosion;
- protect inland and marine waters;
- conserve water and
- enhance water quality in conjunction with natural resource management board programs.

Water for Good introduces new targets and actions and consolidates existing initiatives for water management including:

- Development of water quality improvement plans for the Mount Lofty Ranges Watershed and other critical water catchments across the State
- Development of water allocations plans for catchments
- Continued investigation into and investment in Stormwater harvesting, water conservation and wastewater reuse.

The 30 Year Plan for Greater Adelaide established a number of policies and targets relating to, or with potential impacts on, water management including:

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- Increasing urban density, especially around mixed use centres, and transport terminals
- Incorporating and even proposing to mandate water sensitive urban design in development
- Requiring links between development plans, structure plans, stormwater management plans and flood plain mapping to address flood protection.

The Greening Adelaide Board promotes aspirational targets for water resources including:

- harvesting and reusing 75% of stormwater
- all water resources meet water quality guidelines to protect defined environmental values
- all water resources used within sustainable yield (allowing for variability)
- reducing average annual cost of flood damage
- land based impacts on coastal, estuarine and marine processes reduced from current levels.

The City of Onkaparinga's water management strategy Water Futures 2008-2013 nominated a strategic framework and actions to integrate water resource works and includes water quality and water harvesting objectives, including:

- conserve water
- protect water quality – surface and groundwater
- reduce reliance on water sourced from the River Murray
- protect water dependent ecosystems including coastal and marine environments
- harvest stormwater for reuse
- promote economic development opportunities.

Due to the complexity of water resource management associated with the change in emphasis from water quantity management to water quality management and water harvesting, our service levels for the provision of stormwater infrastructure provide for flood protection (based on a risk assessed approach) and water quality management and also consider environmental flow management.

Service Level Definitions:

Flood Management:

The service level definition for flood protection is separated into minor flow path and major flow management.

The flood management service levels manage hazard by defining limiting flow width, depth and velocity for overland flows. This requires consideration of, and is dependent on, a number of possible influences including, rainfall intensity, duration and frequency, development type and form, flood plain extents, network capacity including pipe and inlet capacity, road class and waterway area (for bridges and culverts).

Major flow management refers to the floods of significant magnitude possible within the flood plain of a watercourse. The focus of the major flood protection service level is intended to provide for the safety of persons and protection of property in the event of a major flood within the floodplain of a watercourse by limiting "flood hazard", (based on a combination of flow depth and velocity), to permit safe evacuation and limit inundation and potential damage of property.

Due to the relatively small catchments for watercourses in the City of Onkaparinga, flood events of this magnitude are typically likely to last for from 6 hours up to 30 hours and therefore long term interruption to services or access is unlikely, except where associated with massive infrastructure damage or failure.

There is considerable uncertainty associated with prediction of flood events and it is not possible, and nor is it intended, to ensure all properties are free from all flooding.

Our development plan identifies "flood prone land" as land subject to be inundation in a 1;100 ARI* (or 1% AEP#) flood event as being a trigger to either require special development conditions, or where appropriate, limit or prevent development occurring, depending on the level of hazard. Due to the provision of open space along many of our major watercourses, the demand for infrastructure to manage major flood flows is limited.

Implementation of an effective emergency management plan is considered to have significant benefits in reducing losses associated with major floods.

In urban areas and small catchments where the critical time of concentration is less than a few hours (and can be considerably less than 1 hour), major floods are also classed as "flash floods". Flash floods in urban areas are often the result of localised thunderstorms and are very difficult to model or anticipate, and therefore also very difficult to mitigate. The principle adopted for management of flash floods is to facilitate major flow paths via public land (for example public roads or drainage reserves and easements) and to require buildings to have floor levels set at a minimum of 300mm above the water table or above the 100 year flood level. Flows of this magnitude are typically likely to only last for a period of less than a few hours due to the relatively small, predominantly urban catchments involved, and therefore interruption to essential services and activities are likely to be of a short duration.

Minor flow management refers to the management of lower intensity and severity local urban run-off flows within the street network. The focus of this service level is to facilitate "business as usual" during and after rain events, by limiting gutter flow width and depth and directing flows into underground drainage networks rather than allowing excessive surface flows. The service level is expressed such that flows up to the nominated event severity are managed, with events above this resulting in gutter flow widths and depths which may exceed the desired maximum (set at the equivalent of the velocity and depth limit for a child to wade safely). Flows above the nominated event severity, including major flood, or "flash flood" flows are subject to control in accordance with the major flood management service level.

The City of Onkaparinga service level standard for minor flow management has historically been based on management of minor flows up to the 1:10 ARI* or 10% AEP# event. Much of Council's substantial underground stormwater network and inlet pit provision (especially within the former City of Noarlunga area) has historically been built to address this standard.

By reducing the service level to 1;5 ARI* or 20% AEP# for residential areas, the investment in underground infrastructure can be reduced, at the cost of limited additional inconvenience in events above the service level standard. Adoption of a minor flow management standard of 1:5 ARI* or 20% AEP# is consistent with the recommendations of the Queensland Urban Drainage Manual, and interstate and other metropolitan Adelaide Councils.

Gap flows above 1:5 standards are still to be managed in accordance with our Major flow management service level.

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The Strategic Asset Management Plan

A higher standard which also takes into account flow width is recommended for collector, distributor and arterial road networks, commensurate with the potentially higher risk to public safety and business associated with higher pedestrian and vehicle traffic and property value and density.

Service levels:

Major Flood Management:

Non–rural, hills face or special use zone areas (i.e., residential, commercial, industrial):

- Flood hazard for private land will be limited to low hazard (as defined by Appendix J, SCARM 73) for up to 100 year ARI*or 1% AEP# event, with higher hazard over land flow paths confined to public land.

- Where overland flow paths are not available, underground stormwater infrastructure must be capable of handling sufficient proportion of the 1:100 ARI flow (with 50% blockage) to limit surface inundation to low hazard.

- Development in flood prone lands (lands likely to be inundated in a 1; 100 ARI event) are identified in the Development Plan (where flood plain mapping has been completed) and development within these flood prone areas will be subject to controls which protect public safety and limit risk to property.

Rural, hills face and special use zones:

- Flood prone lands (lands likely to be inundated in a 1; 100 ARI event) are identified in the Development Plan (where flood plain mapping has been completed) and development within these flood prone areas will be subject to controls which protect public safety.

- Road crossings (urban and rural) i.e.: where watercourses cross roadways:

Local and collector roads:

- sufficient flow capacity will be provided in combination between under road bridge or culvert, and overland flow to limit overland flow velocity and depth to low hazard as defined by SCARM 73 Appendix J in a 1; 100 ARI event.

- sufficient flow capacity will be provided in under road bridge or culvert, to convey a 1; 20 ARI event (in a rural area).

- there is no tangible adverse impact on upstream or downstream flood extents or hazard level as a result of compliance with the above

Distributor roads:

- sufficient flow capacity will be provided in combination between under road bridge or culvert, and overland flow to limit overland flow velocity and depth to medium hazard as defined by SCARM 73 Appendix J in a 1; 500 ARI event.

- sufficient flow capacity will be provided in under road bridge or culvert, to convey a 1; 50 ARI event.

- there is no tangible adverse impact on upstream or downstream flood extents or hazard level as a result of compliance with the above

Minor urban street network flow management:

Local roads:

- gutter flow depth and velocity limited to vxd<0.4

- flows up to 1:5 ARI* to be directed to underground drainage
- gutter flow widths for intersections, pedestrian crossings to be determined based on 1:5 ARI*

Distributor, collector and roads in commercial and industrial zoned areas:

- gutter flow depth and velocity limited to vxd<0.4
- flows up to 1; 10 ARI* to be directed to underground drainage
- Gutter flow width to be limited to allow at least 3m clear lane width and
- Gutter flow widths for intersections, pedestrian crossings to de determined based on 1:10 ARI*
- Note that interpretation and implementation of the service levels requires consideration of additional technical requirements as outlined in the Queensland Urban Drainage Manual, regarding flow width and depth limitations, pipe sizing, hydraulic design and etc.
- Stormwater outflows from new development shall not exceed the pre-development flow rate for a 1:5 ARI event and should be limited to pre-development conditions.

* ARI refers to the Average Recurrence Interval of a 'design storm'.

#AEP refers to the Annual Exceedances Probability of a 'design storm' and is approximately a "converse" of ARI. A 1% AEP event is approximately equivalent to a 1:100 ARI storm. However it is expressed as the possibility of the event occurring rather than likely recurrence interval. I.e.: a 1; 100 ARI event has (statistically) approximately a 1% chance of occurring in any one year, similarly a 100% AEP is an equivalent of a 1:1ARI storm event.

Water Quality Management:

Our service levels for water quality management acknowledge the influence of the Adelaide Coastal Waters Study and regional natural resources management plans on our stormwater management obligations under the agreement with the State Government.

Water quality in outflows from new development shall have load reduction (when compared to untreated stormwater outflows) improvement equivalent to:

- 80% reduction in suspended solids
- 60% reduction in total nitrogen
- 45% reduction in phosphorous
- 90% reduction in litter.

State Government water quality modelling is undertaken based on works proposed either as new development or infrastructure extension, renewal or upgrades. Our water resources category resource prioritisation document prioritises projects which achieve water quality outcomes consistent with our service level.

We have a stormwater levy system in place which permits a developer to pay a levy into the stormwater reserve fund, in lieu of providing water quality improvements, where site or development constraints constrain the developer from otherwise complying with the water quality service standards. The levy is then available for use to contribute to construction of strategic stormwater management infrastructure to contribute to achievement of our overall water quality standards.

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As part of our previous improvement plans, collectively, a Council wide model was identified to be developed to identify our total load for the nominated pollutants, and to then assess the level of load reduction based on water quality improvement works constructed. Where flood capacity is available in our existing network downstream of new developments, and the risk of adverse impacts associated with higher flows is low, we will negotiate for dispensation from our pre-development flow service level in lieu of a levy. The funds obtained are then directed to the stormwater reserve for use in funding strategic water management infrastructure in pursuit of our service levels.

Environmental Flow Management:

Our service levels also target management of environmental flows to ensure that impacts from urbanisation do not result in increased flow rates, and the risk of increased erosion in water courses, and for environmental flows to be maintained.

New urban development:

Major (flood) stormwater outflows from new development shall not exceed the equivalent pre-development (pre settlement) flow rate for a 1:100 ARI event.

Minor stormwater outflows from new development shall not exceed the equivalent pre-development (pre settlement) flow rate for a 1:5 ARI event.

Stormwater discharge shall be managed and where necessary, limited to ensure environmental flows are maintained for watercourses with water dependent ecological communities.

Water harvesting:

Stormwater harvesting shall be managed and where necessary, limited to ensure environmental flows are maintained for watercourses with water dependent ecological communities.

The target limit for stormwater harvesting is 75% of urban stormwater flows, however this is subject to:

- Addressing requirements for environmental flows limits
- Cost benefit analysis indicating a net positive benefit for the scale of harvesting proposed
- And otherwise in accordance with the Water Business Unit Business Plan

As natural water assets are not incorporated in the asset management plan we have not established service levels however, we are guided by requirements for duty of care, and provisions of the *Natural Resources Management Act 2004* and *Environment Protection Act 1993*.

These service levels will be further explored and refined and our level of compliance monitored, as part of our improvement plan.

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9.5 Council and Committee Reporting Schedule

Report contact	**Meeting**
Sue Hammond, Council and Committee Meeting Coordinator 8384 0747	Council
Approving officer	**Date**
Chris White, Director Corporate	16 February 2021

1. Purpose

This report provides an update on the reporting for upcoming Council and Committee meetings.

2. Recommendations

That Council note the agenda report and Reporting Schedules (attachments 1 and 2 to the agenda report).

3. Executive summary

This report is provided as per the following resolution of Council at its meeting of 21 March 2017: That the item "Updated Work Program" from the agenda of the Strategic Directions Committee be duplicated as a monthly agenda item for Council meetings.

As the Reporting Schedule is a guide only and subject to change, members are encouraged to utilise the Elected Member website for an up to date version of the Reporting Schedule.

4. Discussion

Unscheduled elected member sessions

Fees and Charges – Council resolution 16/6/20 "*That Council review and adopt the proposed Fees and Charges for 2020–21 as included in attachment 1 to the agenda report effective from 1 July 2020 with the exception of the nine fees related to burial plot renewals, niche wall renewals and rose garden memorial renewals fees which are to be discussed at a workshop to be held as soon as possible*".

This session will be included in an EM session later in the year.

Organisational Expo

Postponed from 10 November 2020 – planned to be rescheduled in May 2021 pending COVID restrictions at the time.

5. Attachments

Attachment 1 – Reporting Schedule (2 pages)
Attachment 2 – Schedule of elected member sessions to end of year (2 pages)

- END OF REPORT –

CITYOFONKAPARINGA

<div align="right">**Attachment 1**</div>

Report Schedule as at 11 February 2021

EM Session 23/02/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Value of LGA Membership - TBC	Morris, Desma	C	

ICT Reform Project Steering Committee meeting 1/3/20

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF DW STATUS

SDC meeting 2/3/21

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Draft Arts and Cultural Development Action Plan 2021-24	Ranson, Terra Lea	CS	
Evacuation exercise prior to SDC meeting 6pm	Hammond, Susan	C	
Value of LGA membership	Morris, Desma	C	✓
Council and Committee Reporting Schedule	Luke, Jonathan	PRS	
Heritage Grant Application for works at 35 High Street, Willunga	Bali Dogra, Divya	PRS	
Affordable Housing	Onsman, Ynys	SE	✓
Onkaparinga Now update report	Tsacalakis, Jim	SE	

EM Session 09/03/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Budget Priorities - TBC	Onsman, Ynys	SE	
Coastal Study - TBC	Keath, Nina	SE	

ARVEC meeting 15/3/21

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
External Audit Tender Review and Panel Assessment	Carter, Kevin	C	
Quarterly Performance Improvement Report	Hassam, Gregory	C	

Council meeting 16 March 2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Aldinga equestrian update	Buckell, Matthew	CO	✓
CONFIDENTIAL Noarlunga Leisure Centre update	Carr, Nicholas	CS	
Noarlunga Leisure Centre update	Carr, Nicholas	CS	
Council and Committee Reporting Schedule	Hammond, Susan	C	
Quarterly Financial Update incl Budget Review 2	Eckermann, Diane	C	
Strategic Directions Committee minutes	Hammond, Susan	C	
Building Audit Inspection Policy (PDI Act)	Randell, Ian	PRS	
City of Onkaparinga Building Fire Safety Committee - Establishment and Terms of Reference	Randell, Ian	PRS	
Letter Box Banks (Council's financial exposure)	Dallimore, Fiona	PRS	
Options for a Significant Tree Register	Luke, Jonathan	PRS	
Proposal to undertake a road process to formalise the existing road carriageway comprising Jackson Hill Road The Range	Haslam, David	PRS	
Annual Business Plan engagement plan'	Onsman, Ynys	SE	
Grants and Sponsorship Program review outcomes	Sutton, Dale	SE	
Tourism Vision Action Plan	Collins, Vivonne	SE	

EM Session 23/03/2020

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Cemeteries - TBC	Dallimore, Fiona	PRS	
Sellicks Beach Structure Plan - TBC	Luke, Jonathan	PRS	

SDC meeting 6/4/21

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Frank Smith Park Master Plan: Community Engagement Plan	Smith, Andrew	CO	
Aldinga Suburban Neighbourhood DPA by the Minister	Jones, Craig	PRS	
Barking dog request management review	Hawkins, Ian	PRS	
City Wide Review of Local Heritage Places - Engagement Outcomes and Stage 1 Review	Bali Dogra, Divya	PRS	
Council and Committee Reporting Schedule	Luke, Jonathan	PRS	

EM Session 13/04/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Draft Budget 2021-2022 - TBC	Bird, Jade	C	

Council meeting 20 April 2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Confidential items	Hammond, Susan	C	
Council and Committee Reporting Schedule	Hammond, Susan	C	
Strategic Directions Committee minutes	Hammond, Susan	C	
Review of moveable signs by-laws	Victory, Ben	PRS	
Sellicks Beach Structure Plan	Wright, Clare	PRS	

EM Session 27/04/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Community Engagement Training for Elected Members- TBC	Onsman, Ynys	SE	

SDC meeting 4/5/21

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Council and Committee Reporting Schedule	Luke, Jonathan	PRS	

ARVEC meeting 10/5/21

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Confidential meeting with ARVEC and Internal Auditors (Galpins)	Martin, Alana	C	
Contract Management Framework	King, Cameron	C	
External audit controls engagement letter 2020–21	Carter, Kevin	C	
External audit engagement letter 2020–21	Carter, Kevin	C	
External Audit Plan 2020–21	Carter, Kevin	C	
Internal audit quarterly update	Martin, Alana	C	
Risk Management update	Martin, Alana	C	
Year End Reporting Timetable	Carter, Kevin	C	

EM Session 11/05/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF	DW STATUS

Red/**CF** = Carried Forward |

Department acronyms   Meeting acronyms

CO – City Operations   ARVEC – Audit, Risk, Value and Efficiency Committee
CS – Community Services   SDC – Strategic Directions Committee
C – Corporate   EM Session – Elected Member Session
PRS – Planning and Regulatory Services   CEOPMC – Chief Executive Officer Performance Management Committee
SE – Strategy and Engagement

Attachment 2

Report schedule as at 11 February 2021
Scheduled elected member sessions to end of 2021

EM Session 23/02/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Value of LGA Membership - TBC	Morris, Desma	C	

EM Session 09/03/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Budget Priorities - TBC	Onsman, Ynys	SE	
Coastal Study - TBC	Keath, Nina	SE	

EM Session 23/03/2020

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Cemeteries - TBC	Dallimore, Fiona	PRS	
Sellicks Beach Structure Plan - TBC	Luke, Jonathan	PRS	

EM Session 13/04/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Draft Budget 2021-2022 - TBC	Bird, Jade	C	

EM Session 27/04/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Community Engagement Training for Elected Members- TBC	Onsman, Ynys	SE	

EM Session 11/05/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 25/05/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Organisational Expo	Brunotte, Therese	C	

EM Session 08/06/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 22/06/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 13/07/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
EM Training Session - Council Meeting Procedures	Brunotte, Therese	C	0

EM Session 27/07/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 10/08/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 24/08/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 14/09/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
EM Training - Legal Responsibilities (Risk,WHS and PID Act)	Brunotte, Therese	C	

EM Session 28/09/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 12/10/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF
Local Government Review Bill	Brunotte, Therese	C	

EM Session 26/10/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 09/11/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

EM Session 23/11/2021

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT	CF

CO – City Operations
CS – Community Services
C – Corporate
PRS – Planning and Regulatory Services
SE – Strategy and Engagement

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9.6 Long Term Financial Plan adoption

This report will be provided under separate cover.

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9.7 Resource prioritisation documents 2021–22

Report contact	**Meeting**
Diane Eckermann, Team Leader Financial Planning and Analysis 8384 0121	Council
Approving officer	**Date**
Anthony Spartalis, Chief Financial Officer	16 February 2021

1. Purpose

This report seeks approval of the draft Resource Prioritisation documents that will be used to prioritise project and capital works (excluding Renewal) for 2021–22.

2. Recommendations

That Council approve the draft Resource Prioritisation documents as summarised in attachment 1 to the agenda report.

3. Executive summary

The draft Resource Prioritisation documents outline the criteria used to assess projects that provide the greatest economic, environmental and community outcomes for the city. The highest priority projects will be allocated funding and presented to Council as part of the 2021–22 budget process, in line with the project and debt principles adopted as part of the Long Term Financial Plan and available funding.

4. Background

Community Plan 2030	**people:** connected, engaged, active, healthy **place:** green, inviting, accessible, liveable **prosperity:** economically strong, environmentally thriving **performance:** accountable, efficient, inclusive, sustainable Each project is assessed for alignment to our Community Plan forming part of the process to prioritise projects.
Policy and/or relevant legislation	Under section 123 of the *Local Government Act 1999* (the Act), a Council must have an Annual Business Plan and budget for each financial year which includes a summary of the council's long-term objectives, an outline of the objectives, activities and performance measures for the financial year, assessment of financial requirements of the council for both the financial year and long-term plan, and the rates structure and policies. The Act also specifies the public consultation requirements that must occur prior to adoption. The Annual Business Plan and budget must be adopted by council after 31 May and before 31 August.

Who did we talk to/who will we be talking to	The Resource Prioritisation documents included in attachment 1 of this report were reviewed and updated by: • The Category Drivers • The Manager responsible for each category • The Director responsible for each category

5. Discussion

On 2 February 2021, the Strategic Directions Committee endorsed the following principles relating to projects and debt which will underpin the Long Term Financial Plan and annual budgeting process.

Key Principles: Projects

- Incorporate the asset renewal requirements, and associated expenditure, as outlined in the Strategic Asset Management Plan (due for adoption 16 February 2021), in order to maintain existing infrastructure to an appropriate standard.

- Council focuses on upgrades and extensions to existing infrastructure in preference to undertaking new major projects.

- Council changes the mix of funding for new and significant upgrade projects from 80:20 debt:rates funding mix to 60:40.

- Council completes existing approved major projects at the current 80:20 debt:rates funding mix, and as budget availability permits, commences limited new major projects within available funding at a 60:40 debt:rates funding mix.

- Council capitalises on stimulus funding with a focus on projects related to existing infrastructure, recognising the potential need for increased borrowings in order to respond to stimulus funding opportunities.

- Council uses growth funds to support and guide decision making in relation to the level of future borrowings required to fund new projects, in conjunction with any limit on borrowings to provide the right infrastructure as the city grows and changes.

Key Principles: Debt

Borrow for projects on the following bases:

- Change the mix of funding for new and significant upgrade projects from the current 80:20 debt:rates funding mix to 60:40

- Complete existing major projects at the current 80:20 debt:rates funding mix

- Start new major projects, within available funding limits, at a 60:40 debt:rates funding mix

- Adjust new major projects to align expenditure to available funding

- Adopt and implement a debt reduction strategy over the life of the LTFP

- Improve transparency and flow of information in response to community feedback about how debt is used

- Adopt a dollar value debt ceiling.

The Long Term Financial Plan, consistent with the Strategic Asset Management Plan, sets out the expenditure budgets available for project and capital works each year. Project bids (submissions) are required to be scored and allocated against criteria which prioritises projects, within a given category, that will provide the greatest economic, environmental and community outcomes.

The Draft Resource Prioritisation documents in Attachment 1 are provided for the various project categories with the criteria applied for prioritisation generally being made up of the following:

- alignment with the Community Plan 2030

- alignment with other relevant strategies or plans

- risk management

- volume/number of users

- relative need

- locational importance

- stakeholder/community expectations

- service levels/ standards

- other providers in the market

- cost/benefit ratio.

The highest priority projects will be allocated and presented to Council as part of the 2021–22 budget process.

6. Financial implications

Financial summary

There is no direct financial impact resulting from the approval of the Resource Prioritisation documents.

7. Risk and opportunity management

Risk	
Identify	**Mitigation**
Reputation/community expectation	Resource Prioritisation documents have been reviewed and updated by Administration to reflect our current strategies and priorities.

Opportunity	
Identify	**Maximising the opportunity**
Resource Prioritisation documents are reviewed and updated to reflect our current strategies and priorities.	Appropriate prioritisation criteria ensure projects being allocated funding provide the greatest economic, environmental and community outcomes.

8. Timelines and deadlines

The key dates for the 2021–22 Project and Capital Works (PCW) Budget for Elected members include:

- 5 February 2021 – Close off date for Bids
- 9 March 2021 – Elected Member Workshop, 2021-22 Budget and Annual Business Plan priorities
- 13 April 2021 – Elected Member Workshop, draft 2021–22 Budget
- 27 April 2021 – Special Council Meeting, draft 2021–22 Budget and proposed project allocations.
- 18 May 2021 – Council Meeting, draft 2021–22 Annual Business Plan and Budget for community engagement.

9. Next steps

The approved Resource Prioritisation documents will be used to assess and prioritise projects for the 2021–22 PCW Budget.

10. Attachments

Attachment 1 – Draft resource prioritisation documents 2021–22 (120 pages)

- END OF REPORT –

RESOURCE
PRIORITISATION
DOCUMENTS
2021–22

RESOURCE PRIORITISATION DOCUMENTS 2021–22
TABLE OF CONTENTS

NEW AND SIGNIFICANT UPGRADES

RESOURCE PRIORITISATION DOCUMENTS 2021–22

Draft Resource Prioritisation Documents 2021–22

Bridges Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officer, driver: Andrew Webster, Team Leader Infrastructure Asset Management

Responsible officers, co-driver: Lisa Flaherty, Asset Planner

Description of contents and subcategories

This category consists of the following sub categories covering the provision of new bridges, or significant upgrades of existing bridges within the City.

Spanning Road Bridges includes road bridges over three metres in span (including large span box culverts) as identified in the *City of Onkaparinga - Spanning Road Bridges Operations Report (2014)* detailing 80 bridges. Note: culverts (smaller spans, including multiple cell structures, under three metres) are managed through the Water Resources category.

Shared Use Bridges includes the provision of new bridges, or significant upgrades, to facilitate cycling and walking along the shared use path network as outlined within the Trails and Cycling Strategic Management Plan 2016–2021. These bridges are identified in the Asset Condition Assessment and Valuation – Paths and Bridges Report in May 2017.

Pedestrian Bridges includes the provision of new bridges or significant upgrades to facilitate pedestrian movement only within and along the pedestrian and reserve path and trails network.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is a great place to live
- Our economy benefits everyone
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Strategic Asset Management Plan (SAMP)
- City of Onkaparinga, Historical Bridge Register 2001
- City of Onkaparinga, Class Asset Management Plan Bridges
- City of Onkaparinga Road Network Plan 2016–2021
- City of Onkaparinga Trails and Cycling Strategic Management Plan 2016–2021.

Other relevant studies include:

- Spanning Road Bridge Level 2 Inspections July 2019
- Asset Condition Assessment and Valuation – Paths and Bridges Report May 2017
- Spanning Road Bridges – Blewitt Springs Road Bridge Level 3 Assessment, May 2016
- Spanning Road Bridges – Structural Management Plans, May 2016
- Parsons Brinkerhoff – Spanning Road Bridges Operations Report, February 2015

4

Draft Resource Prioritisation Documents 2021–22

Bridges Resource Prioritisation 2021–22 – New and Significant Upgrades

- Bridge Load Limit Assessment GHD Consulting Engineers, February 2005
- Codes/Australian Standards/Guidelines.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for bridge assets.

Pending Council endorsement, the Corporate Asset Management Plan will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Citywide and local status

The process of allocating funds based on a prioritisation process typically biases the outcomes to favour bridges on distributor and collector roads. To overcome this, the evaluation of some criteria is split into city wide and local sub-categories to ensure all projects are considered equally.

Assessment process

Standard weighted and un-weighted criteria are used to prioritise new projects.

Asset management plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

The Project and Capital Works database uses a number of criteria to weight projects considering each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030 [Score 6]
- Identified as an action in a Strategic/Action Plan [Score 2]
- Not identified in any of the above [Score 0]

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Draft Resource Prioritisation Documents 2021–22

Bridges Resource Prioritisation 2021–22 – New and Significant Upgrades

Risk exposure

Exposure is assessed in accordance with the standard rating process and checklist, which compares the current situation (no action) with the risks associated with undertaking the capital works.

Volume/number of users or potential users

Spanning Road Bridges- citywide scores:

Volume/number of vehicles per day (Average Annual Daily Traffic Flows - AADT)

- high: >3001 vehicles per day (vpd)   [score 3]
- medium: 1500-3000 vpd   [score 2]
- low: <1500 vpd   [score 1]

Spanning Road Bridges - local scores:

Volume/number of vehicles per day (Average Annual Daily Traffic Flows - AADT)

- high: >500 vehicles per day (vpd)   [score 3]
- medium: 100-500 vpd   [score 2]
- low: <100 vpd   [score 1]

Shared Use and Pedestrian Bridges (citywide scores not used for Shared Use and Pedestrian Bridges):

Estimate cycle and/or pedestrian numbers, considering the numbers likely to use the bridge considering its role in the network the nature and density of surrounding developments and potential future development.

- high estimated number of potential/existing pedestrians and/or cyclists   [score 3]
- medium estimated number of potential/existing pedestrians and/or cyclists   [score 2]
- low estimated number of potential/existing pedestrians and/or cyclists   [score 1]

Position in network or hierarchy

Spanning Road Bridges citywide and local scores:

Road Hierarchy

- significant: sub-arterial, distributor   [score 3]
- moderate: collector   [score 2]
- limited: local   [score 1]

Spanning Road Bridges local scores: Not applicable

Shared Use and Pedestrian Bridges (citywide scores not used for Shared Use and Pedestrian Bridges):

Shared Use and Pedestrian Bridges will be installed having relevance to existing strategic documents such as the relevant studies, strategies or plans, provision of network links and improved safety for pedestrians and/or cyclists.

- connection or link to major existing trails such as the coast to vines   [score 3]
- connection or link to footpath network   [score 2]
- local access no connection to existing networks   [score 1]

Local scores: Not relevant

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Draft Resource Prioritisation Documents 2021–22

Bridges Resource Prioritisation 2021–22 – New and Significant Upgrades

Cost/benefit ratio

Spanning Road Bridges:

The City of Onkaparinga commissioned a bridge condition assessment and valuation report on all spanning road bridges over three metres span that was completed by Parsons Brinkerhoff in 2015. This project was conducted as part of our on-going processes to review asset condition and maintain our inventory data.

This report includes an overall condition score, valuation of each bridge, and a written down value. The project has re-prioritised our bridge program based on current industry practice and provides recommendations for the on-going management and monitoring of these bridges.

The above information together with design and estimation expertise, allows for an assessment of the cost/benefit ratio scoring as follows:

- high: high benefit to cost   [score 3]
- medium: medium benefit to cost   [score 2]
- low: low benefit to cost   [score 1]

Shared Use and Pedestrian Bridges:

Assessment of the cost/benefit ratio for Shared Use and Pedestrian Bridges will be based on their benefit to the community and improvement in the provision of safe access.

- high: high benefit to cost   [score 3]
- medium: medium benefit to cost   [score 2]
- low: low benefit to cost   [score 1]

Locational importance

The existence of alternative crossing points/routes and their location in terms of length of detour together with social/economic impacts, define locational importance. The impacts include splitting communities, the availability and location of social facilities, access to other viable trade and major transport routes.

Locating multiple bridges within 400 metres of each other, where they provide the same level of access to an area is to be avoided where possible.

- high significance - central in terms of social/economic network   [score 3]
- moderate significance in terms of social/economic network   [score 2]
- limited significance in terms of social/economic network   [score 1]

Stakeholder/community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no level of interest in involvement   [score 0]

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Draft Resource Prioritisation Documents 2021–22

Bridges Resource Prioritisation 2021–22 – New and Significant Upgrades

Other

Spanning Road Bridges (only):

Traffic composition (based upon the Road Network Plan)

Citywide scores:

- identified freight or bus route   [score 3]
- identified minor freight route   [score 2]
- some heavy vehicle movements   [score 1]
- light traffic –low volume only   [score 0]

local scores: not relevant

Traffic speeds

Spanning Road Bridges (only):

The potential for accidents is increased with higher traffic speeds. The 85th percentile speed is an internationally accepted value used in highway and traffic engineering. It depicts that 85% of the total number of vehicles in the vicinity of the survey/study area were travelling at this speed or less. Applies to both citywide and local together as a single list.

- high: >= 80 kph   [score 3]
- medium: > 50 to < 80 kph   [score 2]
- low: < 50 kph   [score 1]

Standard **schedule criteria** were used:

- timing imperative (yes/no – date)
- estimated life expectancy as highlighted through the bridge audits
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design, implementation)
- rolling replacement program.

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Draft Resource Prioritisation Documents 2021–22

Buildings Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers, driver: Simon Jones, Asset Planner Buildings

Responsible officers, co-driver: Chris Tyson, Senior Asset Planner Buildings

Description of contents and subcategories

This City of Onkaparinga has over 459 buildings/structures within its asset portfolio with a value in excess of $144 million (fair value). This category includes all council owned and leased buildings for general public use, leased to community or commercial tenants and council occupied facilities.

Given this large portfolio the assets have been broken down into a number of sub-categories to reflect their type of use:

- Recreational and Sport: all active sporting bodies e.g. football, netball etc. and all buildings located on council land that provide a recreational service to the community
- Recreational Centres: all buildings located on council land that provide a recreational service to the community e.g. indoor recreation centres and Noarlunga Aquatic Centre
- Public toilets: Public conveniences are managed within this budget allocation for new construction and capital upgrades
- Community centres: over 50's, neighbourhood centres, youth centres etc
- Municipal buildings: all major council owned/leased and staffed buildings that deliver council's core business i.e. libraries, depots and offices
- Heritage buildings
- Halls
- Youth
- Others.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

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Draft Resource Prioritisation Documents 2021–22

Buildings Resource Prioritisation 2021–22 – New and Significant Upgrades

Relevant Council strategies and policies:

- Asset Management Framework.

Other relevant studies include:

- Community Facilities Study

  Facility design guidelines have been developed for the provision of community facilities for use by the community for meeting space, programs, social gatherings etc.

- Condition Audits and Assessments

  Condition assessments on the buildings and the individual elements (e.g. roofing, floor coverings, internal and external walls etc) were undertaken throughout the 2014–15 financial year. A structural and building services audit on Council owned buildings commenced in 2015–16. Due to the number of buildings this audit will continue over 3-5 years subject to funding. The condition assessments will be used to update Council's Asset Management System (Assetic) and inform our asset and facility plans. The new information will also allow improved maintenance planning and budgeting.

- Coast Park Plan

  Coast Park plans have been adopted for the Port Noarlunga/Christies Beach, Moana and Port Willunga areas which take into account a number of Council's public toilet facilities.

Strategy for allocating funds

Council's role

Council has a role as owner/custodian and service provider in regards to buildings and facilities within the City of Onkaparinga, on behalf of current and future generations.

The *Local Government Act 1999* also requires Council to prepare Community Land Management Plans. For each project considered, Council's role will be articulated through established policies, the Community Plan 2035, and additional obligations under the *Local Government Act 1999* (community land planning) and *Development* (Development Plan) *Act 1991* and other relevant Legislation.

Asset management plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Community land management plans

The *Local Government Act 1999* requires management plans to be developed for all community land. These plans provide a framework for determining activities on specific parcels of Council land, which may include facilities upon the land that are contained within our building portfolio.

Citywide and local status

The description of citywide is attributed to those buildings which provide a complete city service.

Projects of a local nature are generally servicing a smaller area. These projects generally affect one user group such as a local hall or local level sporting club. These projects do not tend to influence the whole of the City of Onkaparinga.

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Draft Resource Prioritisation Documents 2021–22

Buildings Resource Prioritisation 2021–22 – New and Significant Upgrades

Assessment process

Standard weighted and un-weighted criteria are used to prioritise projects. More detailed assessment will be used when a building is required where one presently does not exist, where a structure needs to be substantially upgraded from its present form or where conservation plans are required for heritage buildings.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a Focus outcome in the Community Plan 2030   [Score 6]
- Identified as an action in a Strategic/Action Plan   [Score 2]
- Not identified in any of the above   [Score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (taking no action) with the risks associated with undertaking the project or capital works.

This is applied across the public safety, business impact, socio-political and environmental dimensions of the project to comprehensively determine risk from a sustainable development perspective.

Given the diverse range of sub-categories the un-weighted criteria will vary for each project assessed, and will be determined by the project's proposed use, Council's strategy for the particular form of building asset, community benefit provided by the facility, its location and the number of users.

Relative need

Number of identified special needs populations (SNP). This will include specific focus on the provision of services and programs to members of the community such as the aged, youth, indigenous, non-English speaking groups, socially and physically disadvantaged in order to enable participation.

- high: >5 special needs populations.   [score 3]
- medium: 3-4 special needs populations   [score 2]
- low: 2 or less special needs populations   [score 1]

Position in network or hierarchy

The building portfolio covers a broad range of buildings that are dispersed across the Council area. Council's role in these buildings varies from that of an owner/occupier (Municipal Buildings and Community Centres) to one of asset provider for Recreation and Sport facilities. In addition to these asset types it also owns and maintains other non-habitable buildings (public toilets, storage sheds etc). The hierarchy of these buildings is determined by its type of use and legislative requirements as a building owner and employer of staff within these buildings.

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Draft Resource Prioritisation Documents 2021–22

Buildings Resource Prioritisation 2021–22 – New and Significant Upgrades

Citywide and local scores:

- City Wide (Aquatic Centre, Visitor Information Centre and Public Toilets)   [score 4]
- significant: a building asset that houses Council employees/contractors servicing the local community
                                                                                    [score 3]
- moderate: a building that is used to deliver a service and is occupied for short periods [score 2]
- limited: a building that is used to deliver a service but is not occupied   [score 1]

Cost/benefit ratio

Cost benefit relates to the condition of the building and the suitability of the building to deliver the relevant programs when compared to the costs associated with building a new or upgrading an existing building to deliver those programs. Preference will be given to asset users who provide financial equity in proposed capital works. Benefits to the community would include new or improved services or programs.

Citywide and local scores:

- high: low council investment (< $100,000) with benefits to the community   [score 3]
- medium: moderate council investment ($100,000 - $500,000) with benefits to the community
                                                                                    [score 2]
- low: significant council investment (>$500,000) with benefits to the community   [score 1]

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered.

Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken [score 2]

- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no level of interest in involvement

                                                                                    [score 0]

Other
Green Buildings

Relates to projects that specifically deliver outcomes that work towards the implementation of the green buildings initiative and assists in achieving a reduction in energy usage in council buildings

An outcome is an industry proven system, product, material or design e.g. BMS, PV cells, wells rated products.

Citywide and local scores:

- high: a project that achieves outcomes that result in a reduction in non-renewable resource consumption   [score 1]
- low: a project that does not achieve an outcome that results in a reduction in non-renewable resource consumption   [score 0]   12

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Buildings Resource Prioritisation 2021–22 – New and Significant Upgrades

Asset Management

Relates to projects that specifically deliver outcomes to sustain existing facilities and maintains current service delivery requirements.

- high: a project that achieves sustainment of existing assets and service delivery   [score 2]

- low: a project that does not achieve sustainment of existing assets   [score 0]

Service levels/standards

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]

- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]

- Medium: Service Levels and/or standards are in place however are not defined   [score 1]

- Low: Service Levels and/or standards are not in place   [score 0]

Standard **schedule criteria** were used:

- timing imperative (yes/no – date)

- external funds/resources (value/availability)

- project implementation phase (completes project, completes project stage, initiates new project)

- project management stage (assessment, planning and design, implementation)

- rolling replacement program.

Draft Resource Prioritisation Documents 2021–22

Car Parks Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers, drivers: Kazim Darwish, Asset Planner (Acting)

Responsible officers, co-drivers: Lisa Flaherty, Asset Planner

Description of contents and subcategories

This focus of the Car Park category is to ensure car parking facilities identified as being the responsibility of the City of Onkaparinga are managed in accordance with Asset Management principles. This category consists of the following sub categories covering the new and significant upgrade of car parks:

- Extension: providing additional spaces at same service level as existing.
- New: construction of a new car park (either sealed or unsealed) where no formal car park previously existed.
- Upgrade: promoting the level of service delivered by the car park (e.g. sealing an unsealed car park).

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Asset Management Framework

Other relevant studies include:

- PAS Services (2003), Car Park Audit
- Pavement Management System (PMS) for surface condition/rating
- Adelaide Metropolitan Coast Park Concept Plan
- Codes/Australian Standards/Guidelines
- AS 2890.1 (2004), Off Street Parking Facilities
- The Development Act 1993
- Gazette date 27 June 2017, CoO, *Development Act 1993*, Notice of Variation of Amounts to be Paid into a Car Parking Fund

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Draft Resource Prioritisation Documents 2021–22

Car Parks Resource Prioritisation 2021–22 – New and Significant Upgrades

- Gazette date 22 August 2017, CoO, *Development Act 1993*, Establishment of the Aldinga Car Parking Fund

- CoO (2014), Car park condition data

- CoO Internal completion of carpark inspection program from 2018 (sealed and unsealed carparks).

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for car park assets.

In 2021 this will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

The provision of parking facilities for schools, private recreational facilities and shopping centres is not considered a council responsibility.

Developer funded car parking facilities

Changes to the Development Act allow councils to establish a car park fund. An applicant seeking to undertake development within the zone or policy area to which the funds applies may, with the agreement of Council, choose to make a payment in lieu of providing car parking on the site of that development (section 50 (5)).

These mechanisms can only operate if the following is in place:

- the council has established a fund

- there is a 'Designated area' in its development plan

- the number of car parking spaces required under the development plan has been established

- the applicant is willing to contribute funds in lieu of onsite parking

- the council and the applicant agree to the use of the funds.

Assessment process

Standard weighted and un-weighted criteria are used to prioritise projects.

More detailed assessment will be used when a facility is required where one presently does not exist, or where a facility needs to be substantially upgraded from its present form.

Asset management plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

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Draft Resource Prioritisation Documents 2021–22

Car Parks Resource Prioritisation 2021–22 – New and Significant Upgrades

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [Score 6]

- Identified as an action in a Strategic/Action Plan   [Score 2]

- Not identified in any of the above   [Score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation
(no action) with the risks associated with undertaking the project or capital works.

Volume/no. of existing users or potential users

Citywide and local scores: Volume/number of vehicles per day (estimated average annual daily use)

- high: >301 vehicles per day (vpd)   [score 3]

- medium: 100-300 vpd   [score 2]

- low: < 100 vpd   [score 1]

Locational importance

This relates to the facility's level of significance and is broadly based on usage and the availability of other facilities in the vicinity. It also considers where the majority of users/patrons are drawn from i.e. locally, citywide or possibly from outside the city's boundaries.

Citywide and local: The level of significance of the site

- principal activity node   [score 3]

- major activity node   [score 2]

- low local nodes   [score 1]

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged community involvement, very high expectation that
  this project will be delivered   [score 3]

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Draft Resource Prioritisation Documents 2021–22

Car Parks Resource Prioritisation 2021–22 – New and Significant Upgrades

- high: actively engaged local community involvement with high expectation
  that this project will be delivered   [score 2]

- medium: local community is not especially active in its involvement   [score 1]

- low: community has no level of interest in involvement   [score 0]

Standard **schedule criteria** were used:

- timing imperative (yes/no – date)

- external funds/resources (value/availability)

- project implementation phase (completes project, completes project stage, initiates new project)

- project management stage (assessment, planning and design, implementation)

- rolling replacement program.

Draft Resource Prioritisation Documents 2021–22

Coastal Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers, driver: Salvador Jurado, Asset Planner

Responsible officers, co-driver: Andrew Webster – Team Leader Infrastructure Asset Management

Description of contents and subcategories

This category primarily accommodates projects that identify coastal impacts (natural, human and infrastructure), develop mitigating actions and deliver on-ground works that act in support of maintaining the natural values of the coast in a sustainable manner. Such works typically include new or significantly upgraded erosion control, access provision/restriction and the coastal protection of sensitive sites.

This category also accommodates condition audits relating to the coastal environment and relevant infrastructure and studies that inform design for projects and works.

Coastal Management includes the following sub-categories:

Coastal Access

This sub-category focuses on new coastal access points that provide formal pedestrian and, where applicable, vehicle access to the beach.

Coast Protection

This sub-category provides for new or significant upgrades of assets that are associated with impacts on the coast (natural and human) and predicted impacts of climate change. Coast protection actions shall consider the coast's natural assets/values, infrastructure at risk and public safety.

Projects typically include:

- Major and minor erosion control on priority areas for example new rock revetments/sea-walls, cliff stabilisation works, sand drift fencing and re-vegetation.
- Access restriction and protection of sensitive areas, for instance new or significantly upgraded cliff top fencing and dune perimeter fencing.
- Monitoring, risk assessment and other investigations associated with coastal regression and change, including adaptation associated with sea-level rise.
- Preservation, enhancement and protection of the environmental/natural assets along the coast is a priority for individual projects in both categories.

This category excludes the planning for, and provision of, infrastructure on the coast that sits within other more relevant Project and Capital Works Plan categories (e.g. seating, shelters, showers, shared-use paths, car parks and toilet blocks).

The coastal management category relates strongly to the following categories:

- Major Projects
- Climate Change Response Fund
- Water Resources
- Environmental Activities.

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Draft Resource Prioritisation Documents 2021–22

Coastal Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Asset Management Framework.

Other relevant studies include:

A range of other plans and studies exist in support of coastal management as outlined below. Primarily, mandate should be drawn from the City of Onkaparinga Coastal Asset Management Plan for the management of foreshore access.

The Coastal Asset Management Plan is the first step in our endeavour to achieve the goals and objectives identified in the Strategic Asset Management Plan and links to the Community Plan 2030. The Coastal Asset Management Plan gives details on the lifecycle management of coastal assets and provides information regarding what assets currently exist along our coast, the condition of these assets and sets a level of service for future project and capital works and maintenance programs along the coast.

Coastal climate change scenarios have been considered from *The Impact of Climate Change on the Coastal Lands of the City of Onkaparinga* (Brian Caton 2007) report. A specific Environment and Infrastructure Pty Ltd (2000) *draft City of Onkaparinga Integrated Coastal Management Plan* has also been produced for the entire City of Onkaparinga coast. It remains a useful reference to identify a range of issues.

A number of other site-specific and issue-specific plans and studies should also be referenced in producing a full inventory of potential projects and capital works.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed the City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including Coastal assets.

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Draft Resource Prioritisation Documents 2021–22

Coastal Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Pending Council endorsement the Corporate Asset Management Plan will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Projects under this category will generally be undertaken on Crown land, council owned community land or road reserves. Projects will respond to duty of care obligations, where legislation requires protection of sensitive sites or environments, or the general requirements under the *Local Government Act 1999* that confer a role upon council in providing for the welfare, wellbeing and interests of individuals and groups within its community. Where a duty or service provision role can be appropriately assigned to another provider, this option should be fully considered before council makes a commitment of its own resources.

Planning SA's Adelaide Metropolitan Coast Park Concept Plan has been adopted as an initial guide in identifying points along the coast at which human and infrastructure impacts are likely to be significant. The Coast Park Plan identifies a hierarchy of coastal nodes that reflect the level of recreational, tourism and commercial activity. As a result, the hierarchy informs the locational importance and position in network or hierarchy assessment criteria. Council's Major Project category is used to deliver the major components of the Coast Park Plan which, where possible, are integrated with the delivery of projects funded within the Coastal Management category.

Citywide and local status

For the purposes of the standard prioritising criteria, projects within the Coastal Management category will be split between citywide and local significance, as outlined below. Citywide projects or strategies are those which:

- address the whole of the coastline within the City of Onkaparinga
- address issues which are relevant to the whole of the coastline within the City of Onkaparinga
- focus on the management of culturally significant sites
- focus on a Principal or Major node as defined in the Adelaide Metropolitan Coast Park Concept Plan [Note: Value > $15,000].

Local strategies or projects are those which:

- focus on a specific location e.g. Seaford
- focus on a specific coastal precinct as defined in the Adelaide Metropolitan Coast Park Concept Plan e.g. Silver Sands
- address issues which are relevant to a specific locality or coastal precinct
- focus on a Local node as defined in the Adelaide Metropolitan Coast Park Concept Plan.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Draft Resource Prioritisation Documents 2021–22

Coastal Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Sub-categories

The priority for allocating funds between sub categories will be determined by the nature of the projects being considered and the need to manage risk to infrastructure assets, risk to environmental assets, and public safety.

Funding Sources

Works associated with the coastal management objectives of the Coast Protection Board (CPB) can attract grants of up to 80% as contributions for projects. CPB funds are very limited and applied to the whole South Australian Coast, resulting in a reliance on federal funding sources for larger coastal management projects. As a result, it may be necessary to accumulate council funding over multiple budget years to fund large projects.

The success of federal funding relies heavily on project alignment with climate change initiatives.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/no. of existing users or potential user

Citywide and local:

Estimate the number of users (existing score or potential)

- high estimated number of potential or existing users   [score 3]
- medium estimated number of potential or existing users   [score 2]
- low estimated number of potential or existing users   [score 1]

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Draft Resource Prioritisation Documents 2021–22

Coastal Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Position in network or hierarchy

Applies only to beach access:

Proposals that relate to the establishment or connection of nodes within a planned network gain support through this criterion.

- significant: linkage projects that connect regional or district networks into principal or major nodes   [score 3]
- moderate importance: linkage projects that connect regional or district networks into local nodes   [score 2]
- limited role: linkage projects that connect local networks into local nodes   [score 1]

Locational importance

Citywide and local (applies only to Beach Access)

- central/significant: principal or major node as defined in the Adelaide Metropolitan Coast Park Concept Plan or important environmental site   [score 3]
- moderate significance: local node as defined in the Adelaide Metropolitan Coast Park Concept Plan   [score 2]
- limited significance: internodal projects   [score 1]

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: community has no level of interest in involvement   [score 0]

Relative need

Natural values include flora, fauna, geology and landscape/amenity.

Citywide and local natural values:

- high: natural values are significantly threatened but the threat can be averted   [score 3]
- medium: natural values are not significantly threatened but must be actively maintained   [score 2]
- low: natural values are not apparent or present   [score 1]

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Draft Resource Prioritisation Documents 2021–22

Coastal Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Community support

Projects that have clear community support will be promoted by this criterion. City wide:

- high: support evidenced by way of representative survey exceeding 65%   [score 3]

- medium: support evidenced by open community acceptance of an advertised
  plan or proposal   [score 2]

- low: no reliable evidence of support (or open opposition)   [score 1]

Local:

- high: support by way of representative survey exceeding 65%, significant petition,
  three or more interest groups or consistent customer request(s)   [score 3]

- medium: support by way of two or more interest groups, customer request(s)   [score 2]

- low: support not evident   [score 1]

Standard **schedule criteria** were used:

- timing imperative (yes/no – date)

- external funds/resources (value/availability)

- project implementation phase (completes project, completes project stage, initiates new project)

- project management stage (assessment, planning and design, implementation)

- rolling replacement program.

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Draft Resource Prioritisation Documents 2021–22

Footpaths Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers, driver: Kazim Darwish, Project Officer

Responsible officers, co-driver: Callum Sleep, Traffic Engineer

Description of contents and subcategories

This category includes the following subcategories:

Council Funded Footpaths

Footpaths constructed solely through council funding including reserve paths and walkways. Disability Discrimination Act issues and/or compliance will be addressed as part of the construction activities where possible. Footpaths funded by council are divided into three separate subcategories aligning to Council's planning zones largely reflecting the dominant land use:

- Centres – urban areas and townships

- Residential – medium / high density

- Residential – low density

- Reserve paths

- Walkways

Developer funded footpaths

Relates to the installation of footpaths in land sub-divisions where council has received contributions from developers in lieu of the footpath being installed at the time of the land division. In these cases, the footpath is constructed by Council.

For all other cases, the developer will install the footpath during construction of the development.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient

- Our communities are active and healthy

- Our city is green and inviting

- Our city is a great place to live

- Our communities trust council to deliver

- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Asset Management Framework

- Footpath Levels of Service Review 2016 (endorsed by Strategic Directions Committee at the meeting on 30 August 2016)

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Footpaths Resource Prioritisation 2021–22 – New and Significant Upgrades

- Open Space Strategic Management Plan 2018–2023.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for Footpath assets.

In 2021 this will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Assessment process

The assessment process for footpaths will be by way of prioritisation using standard weighted and unweighted criteria and scheduling criteria.

More detailed assessment will be used with new proposals which are large/complex and outside the routine range of council projects.

Sub divisional footpaths

As discussed in the Description of Contents and Subcategories section, there are some cases where Council receives funds from developers in lieu of the footpath being installed during construction of the land division.

At the meetings held on 12 February 2002 and 26 March 2002 Council resolutions included that developer footpath contributions for sub-divisions coming on line post January 2002 will be set aside for the specific area from which they were derived. When roads within a sub-division reach at least 80 per cent development (houses built) footpaths will be programmed for construction in the following financial year.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets. They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans adds to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

All footpaths required to complete the network to the required service levels have been identified.

On 30 August 2016 the Strategic Directions Committee endorsed an amended service level statement which allows for consideration to be given to the installation of additional footpaths on local streets. This is guided by the number of pedestrian generator zones which overlap with the proposed path location and estimated pedestrian traffic volume.

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Draft Resource Prioritisation Documents 2021–22

Footpaths Resource Prioritisation 2021–22 – New and Significant Upgrades

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the project.

Volume/number of users or potential users

Footpaths and walkways:

Estimate pedestrian numbers, considering the number of pedestrians likely to be generated as a result of the path's role in the network; the nature and density of surrounding developments and potential future development. It should be noted that the factors identified in this section shall not duplicate factors considered in the Pedestrian Generators section of this document. Factors which should be considered include the proximity to minor public transport facilities (i.e. individual bus stops) and proximity to sporting facilities, reserves and open space areas.

Citywide or local:

- high estimated number of potential or existing pedestrians   [score 3]
- medium estimated number of potential or existing pedestrians   [score 2]
- low estimated number of potential or existing pedestrians   [score 1]
- cul-de-sacs to ensure paths are prioritised with high traffic (both foot and vehicle)   [score 0]

Position in network or hierarchy

Footpaths and walkways shall be installed in a logical manner and give consideration to providing primary access to or along a public transport corridor. Road classification will determine whether the road has citywide status (arterial, secondary arterial, distributor and collector roads) or local status (local roads) and influence the need for footpaths.

In the case of reserve paths the reserve classification (Regional, District or Local) will determine footpath priority.

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Footpaths Resource Prioritisation 2021–22 – New and Significant Upgrades

In the case of walkways the road hierarchy that the walkway links with will determine scoring. If a walkway is between two different road classifications e.g. local and collector, the higher classification and scoring is applied.

- Where a footpath is proposed for a major road (arterial or secondary arterial)   [score 3]
- Where a footpath is proposed for a distributor or collector road   [score 2]
- Where a footpath proposed for a Local Road   [score 1]
- Where a footpath proposed for a cul-de-sac or no through road   [score 0]

Planning Zone

Paths and walkways in targeted planning zones of a nature that attracts high pedestrian traffic will receive a higher priority than zones with lower pedestrian activity.

- Zone of high importance (Regional and District Centres)   [score 3]
- Zone of medium importance (Neighbourhood Centre, Commercial, Community, Tourism, Town Centre, Township)   [score 2]
- Zone of lower importance (Local Centre or paths with small section i.e. less than 50% in above zones)   [score 1]
- Not within targeted planning zones (Residential, Industrial, Deferred urban)   [score 0]

Pedestrian Generators

Paths and walkways within proximity to pedestrian generators will have higher priority than those that do not service any generators to ensure paths with access to a range of services and facilities are prioritised. The generators include aged care, education, community centres, retail/shopping centres and major public transport facilities as well as the Esplanade and high-profile reserves and open space areas.

- Footpath services multiple generators max 6   [score 5]
- Footpath services multiple generators max 4   [score 4]
- Footpath services multiple generators max 3   [score 3]
- Footpath may service multiple generators max 2   [score 2]
- Small section of path i.e. less than 50% servicing 1 generator   [score 1]
- Footpath services no generators   [score 0]

Network Connectivity

Paths and walkways will be installed in a logical manner and give consideration to expanding the network outwards from the existing footpath network.

- Where a footpath connects to more than 1 existing path   [score 2]
- Where a footpath connects to 1 existing path   [score 1]
- Where a footpath has no connection   [score 0]

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Draft Resource Prioritisation Documents 2021–22

Footpaths Resource Prioritisation 2021–22 – New and Significant Upgrades

Cost/benefit ratio

Footpaths and walkways:

Subjective assessment is made of the investment value and includes estimation of community cost/benefit as well as costs to council (asset management principles and maintenance costs). Separate into citywide and local to form to separate lists for priority setting. For reserve paths consider the added benefit the path may have in relation to its position within primary path networks.

- high: high benefit to cost [score 3]
- medium: medium benefit to cost [score 2]
- low: low benefit to cost [score 1]

Stakeholder/community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- Very High: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered [score 3]
- High: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken [score 2]
- Medium: local community is not especially active in its involvement [score 1]
- Low: local community has no level of interest in involvement [score 0]

Relative need

Footpaths and walkways:

Relative need is rated according to level of under-servicing or level of demand (as measured by the number of households within the relevant Census Collection District without cars).

Citywide and local footpaths and walkways will be compared with others in their respective classification (i.e. local with local, citywide with citywide).

Demand:

- high: > 19% of dwellings have no car [score 3]
- medium: 7-19% of dwellings have no car [score 2]
- low: < 7% of dwellings have no car [score 1]

Others

Footpath and walkway projects will include an additional score where a reported disability access issue exists.

Citywide and local scores:

- reported disability access issue [score 1]

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Draft Resource Prioritisation Documents 2021–22

Footpaths Resource Prioritisation 2021–22 – New and Significant Upgrades

Developer funded footpaths

Developer funded footpaths will be scheduled for installation via the prioritisation process based solely on the scheduling criteria of 80% built ratio (where at least 80 per cent of houses within a given subdivision have been completed). Prioritisation scores do not apply.

All footpaths

Standard **scheduling criteria** used are:

- timing imperative (yes/no - date)
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project) Scheduling priority is also given to projects which complete the length, section or connections of footpaths within the sub-division
- project management stage (assessment, planning and design, implementation).

Draft Resource Prioritisation Documents 2021–22

Lighting Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers, driver: Salvador Jurado, Asset Planner

Responsible officers, co-driver: Andrew Webster, Team Leader Infrastructure Asset Management

Description of contents and subcategories

Both Council and the Department for Infrastructure and Transport (DIT) are lighting authorities that provide road lighting. Council has the right to provide road lighting on all classifications of roads within the city including arterial (DIT roads), secondary arterial, distributor, collector and local roads.

Subcategories consist of:

- SA Power Networks Lighting (SAPN)
- Metered lighting

Projects included in these sub-categories take into account the provision of new lighting and associated works.

These assets may be owned by SAPN or council, with different operation, maintenance and replacement arrangements in place, dependent on the tariff scheme agreed with SAPN. In some circumstances, upgrades to road lighting are carried out by SAPN at council's request and involve the installation of light fittings to existing poles. These projects remain under the ownership of SAPN however energising and maintenance (tariff costs) are an operational cost to council.

This category does not include lighting associated with council buildings, sporting facilities and sports field lighting.

SAPN have upgraded our P Category (standard luminaires) lights with higher energy efficient Light Emitting Diode (LED) lighting. Upgrades to our P Category decorative street lights and V category road lighting remain and will be upgraded as technology improves for a sustainable business case.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our city is green and inviting
- Our city is a great place to live
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Asset Management Framework
- City of Onkaparinga Road Network Plan 2016–2021
- Strategic Asset Management Plan

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Lighting Resource Prioritisation 2021–22 – New and Significant Upgrades

Other relevant studies and input include:

- *Local Government Act 1999*, Section 212

- Codes/Australian Standards (e.g. AS 1158)/Guidelines

- SA Power Networks, NICC – 403, Information on SA Power Networks– Public Lighting Arrangements

- Crime Prevention Program

- Draft Service Level Agreement with SA Power Networks

- The Across Government Contracts for the Supply of Electricity.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed the City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for Lighting assets.

Pending Council endorsement, the Corporate Asset Management Plan will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Although (DIT) is responsible for the provision of lighting on arterial roads they may seek a financial contribution from council where lighting is installed on a highway to address both road safety and local community security issues.

The provision of road lighting within new subdivisions is part of the development approval process. Lighting is to be provided to an appropriate standard (Australian Standard 1158) by the developer and the ownership of these assets becomes SAPN's. It is our desire for developers to utilise energy efficient lighting in all new developments based on SAPN's interim tariff arrangement for LED lights.

On the existing road network where poles are in place it may be desirable to provide and improve road lighting for road safety, pedestrian movements and the amenity of the local residents.

New metered lighting of Reserves and Shared Use Paths may be desirable to provide and improve lighting for user safety and the amenity of the local residents.

Citywide and local status

The process of allocating funds within the Lighting category based on the prioritisation process typically biases the outcomes to sub-arterial, distributor and collector roads. To overcome this, the evaluation of some criteria is split into city wide and local sub-categories to ensure all projects are considered equally.

The same criteria would however be utilised for both citywide and local projects.

Assessment Process

Standard weighted and unweighted criteria are used to prioritise projects. There may on occasions be a need to incorporate timing criteria to align with other projects/plans/strategies formulated by both internal and external stakeholders.

More detailed assessment will be used for major or complex special lighting projects.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

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Lighting Resource Prioritisation 2021–22 – New and Significant Upgrades

These plans consider demand forecasts, risk management and lifecycle management for all of our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

The Project and Capital Works database uses a number of criteria to weight projects considering each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/number of users or potential users

Citywide and local scores:

Volume/number of vehicles per day (Average Annual Daily Traffic Flows - AADT)

- high: > 3001 vehicles per day (vpd)   [score 3]
- medium: 1500 – 3000 vpd   [score 2]
- low: < 1500 vpd   [score 1]

Pedestrian and user numbers (estimated)

- high pedestrian or user movement   [score 3]
- moderate pedestrian or user movement   [score 2]
- low pedestrian or user movement   [score 1]

Local scores:

The thresholds may be revised utilising the maximum and minimum values where traffic volumes are low. Pedestrian movements and presence will also be taken into account.

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Lighting Resource Prioritisation 2021–22 – New and Significant Upgrades

Volume/number of vehicles per day (Average Annual Daily Traffic Flows - AADT)

- high: >501 vehicles per day (vpd) – high pedestrian presence   [score 3]
- medium: 100-500 vpd – moderate pedestrian presence   [score 2]
- low: <100 vpd – low pedestrian presence   [score 1]

Position in network or hierarchy

Citywide and local scores:

The classification of a road assists in determining the level of lighting that is appropriate.

Road hierarchy rating:

- sub-arterial, distributor   [score 3]
- collector   [score 2]
- local   [score 1]

Citywide and local scores:

The classification of a reserve or shared use path assists in determining the level of lighting that is appropriate

Reserve or Shared Use Path rating:

- major   [score 3]
- intermediate   [score 2]
- minor   [score 1]

Cost/benefit ratio

Subjective assessment of investment value. Include estimation of community cost/ benefit as well as to council (asset management principles and maintenance costs).

Citywide and local:

- high: high benefit to cost   [score 3]
- medium: medium benefit to cost   [score 2]
- low: low benefit to cost   [score 1]

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]

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Lighting Resource Prioritisation 2021–22 – New and Significant Upgrades

- low: local community has no level of interest in involvement [score 0]

Relative Need

Relative need is assessed by the types of development abutting the road (commercial, retail, tourist related industries, recreational facilities and residential properties).

Citywide and local:

- high: three or more developments [score 3]
- moderate: two or more developments [score 2]
- low: only one type of development [score 1]
- nil: not fully developed area [score 0]

Reserve or Shared Use Path:

City wide and local reserves and shared used paths will be compared with others in their respective classification (i.e. local with local, city wide with city wide)

Demand - Reserves and Shared Use Paths:

- high: > 50 persons per day [score 3]
- medium:> 30-50 persons per day [score 2]
- low:< 30 persons per day [score 1]

Other

Traffic Composition (with reference to the Road Network Plan)

Number of heavy goods/transportation vehicles expressed as a percentage of the annual average daily traffic flow (derived from Transport SA).

Citywide scores:

- identified freight route [score 3]
- identified minor freight route [score 2]
- some heavy vehicle movement [score 1]
- Local scores: not applicable [score 3]

Standard **scheduling criteria** used were

- timing imperative (yes/no - date)
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design, implementation)
- rolling replacement program.

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Draft Resource Prioritisation Documents 2021–22

Major Projects Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers/driver: Keith Davis, Team Leader Projects

Responsible officers/co-driver: Brian Fitzpatrick, Project Leader

Description of contents and subcategories

Major projects are large, complex, multi-faceted projects which provide new assets or significant upgrades with a city wide or wider community benefit. Projects are funded by a combination of borrowings and income (including grants).

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Council Resolution:

At its meeting on 3 June 2008 Council endorsed the following criteria for Major Projects (i.e. projects must meet one or more of the following criteria):

- Strategic in nature
- significant financial outlay in excess of existing funding capacity, will alleviate pressure on existing financial allocations
- significant rolling program
- providing citywide or wider community outcome
- multi-faceted with multiple outcomes (ie environmental, economic, social or physical)
- increased opportunity for securing external funds.

Major Projects must be classified as new assets or significant upgrade projects (i.e. cannot be renewal projects).

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Draft Resource Prioritisation Documents 2021–22

Major Projects Resource Prioritisation 2021–22 – New and Significant Upgrades

Strategy for allocating funds

Council's role

Council's formally adopted role statements are contained in the Community Plan 2030 and are further refined in relevant supporting strategies (including Strategic Management Plans).

Identification and classification of activities

Activities are identified through a range of means including (but not limited to) the **Community Plan 2030**, relevant strategies, policies and strategic direction setting documentation, business and project planning processes, legislative requirements, Council resolutions, proposals from elected members, community groups, individuals and staff.

The strategy for considering the allocation of funds for Major Projects is based on Council's standard weighted project scoring process including the Community Plan alignment, risk and relevance to strategies and plans.

Unweighted scores are based on the criteria adopted by Council on 3 June 2008 for Major Projects (as noted above) as well as consideration and scoring associated with:

- stakeholder and community expectations
- legislative compliance requirements
- position of an existing asset within its life cycle
- availability of complementary support funding
- cost benefits of the project.

Citywide and local status

Projects included in this category are city wide or provide wider community benefits for specific areas.

Assessment Process

All weighted and unweighted criteria are applied for the purpose of prioritisation.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

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Major Projects Resource Prioritisation 2021–22 – New and Significant Upgrades

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the activities.

Financial outlay of project in excess of existing funding capacity

Exceeds existing capital works plan funding capacity.

- high, exceeds current funding capacity by more than $1 million [score 3]
- medium, exceeds current funding capacity by between $500,000 and $1 million [score 2]
- low, exceeds current funding capacity by less than $500,000 [score 1]

Significant rolling program

Proposals that relate to the establishment of significant rolling programs.

- significant: programs with city wide or regional implications [score 3]
- moderate: programs with district or whole of township implications [score 2]
- limited role: local implications [score 1]

Multi-faceted project

Projects that are multi-faceted with multiple outcomes (i.e. environmental, economic, social or physical).

- high: delivers benefits all 4 outcomes listed above [score 3]
- medium: delivers benefits across 2 or 3 outcomes [score 2]
- low: delivers benefit to a single outcome [score 1]

Increased opportunity for securing funds

- high: external funding approved for the project subject to Council providing matching funding [score 2]
- medium: external funding available but yet to be approved. Council required to provide matching funding [score 1
- low: no external funding available for the project [score 0]

Cost/benefit

Cost/ benefit relates to financial decisions where the benefits to be derived from expenditure are compared. A 'value for money' assessment is also relevant when deciding the benefits.

- high cost/benefit: project delivers multiple benefits across multiple objectives of our community plan and represents excellent value for money when compared to the cost of similar projects [score 2]
- medium cost/benefit: project delivers benefits towards meeting the objectives of our community plan and cost of delivery is equal to similar projects [score 1]
- low cost/benefit: benefits of the project cannot be clearly defined, and/or the cost of delivery is high when compared to similar projects [score 0]

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Draft Resource Prioritisation Documents 2021–22

Major Projects Resource Prioritisation 2021–22 – New and Significant Upgrades

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]

- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]

- medium: local community is not especially active in its involvement   [score 1]

- low: local community has no level of interest in involvement   [score 0]

Legislated requirement

Project is required to meet a legislated obligation of Council.

- high: project required to meet a specific legislated obligation of Council for which there is a timing imperative   [score 2]

- medium: project required to meet a specific legislated obligation of Council for which there is no timing imperative   [score 1]

- low: no specific legislated requirements to complete the project   [score 0]

Life cycle assessment

Where a project upgrades or expands an existing asset the stage the asset is in its life cycle will be considered as follows.

- replace: the current asset is at the end or nearing the end of its asset life and will not be renewed, but requires replacement with a new or significantly upgraded asset   [score 3]

- mature: the current asset has matured, it still has considerable asset life remaining and provides a serviceable asset to the community but would be improved (and the asset life extended) by project   [score 2]

- current: the current asset is less than half way through its predicted asset life. Addition or expansion of the asset will assist in meeting increased demand   [score 1]

- new: the asset is relatively new (less that a quarter through its predicted asset life) or the project is for a new asset where one did not previously exist   [score 0]

Service levels/standards

- very high: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]

- high: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]

- medium: Service Levels and/or standards are in place however are not defined   [score 1]

- low: Service Levels and/or standards are not in place   [score 0]

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Major Projects Resource Prioritisation 2021–22 – New and Significant Upgrades

Other providers in the market

- very high: There are currently multiple providers who provide a similar/comparable service within our council area   [score 0]

- high: There are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area   [score 1]

- medium: Other providers exist in our council area however service provision is sufficiently different   [score 2]

- low: No other providers exist   [score 3]

Major Projects

Scheduling criteria applicable to Major Projects are:

- timing imperative (yes/no – date)

- external funds/resources (value/availability)

- project implementation phase (completes project, completes project stage, initiates new project)

- project management stage (assessment, planning and design, implementation)

- rolling replacement program.

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Trails and Cycling Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers/driver: Andrew Queisser, Asset Planner

Responsible officers/co-driver: Jessica Bridgman, Asset Planner

Description of contents and subcategories

The Trails and Cycling new and significant upgrade category funds the development of shared use paths, on-road recreation rides and trails as set out in the Trails and Cycling Strategic Management Plan 2016-21. Funding within this category encompasses master planning, concept planning, design, feasibility studies and construction. Renewal is guided by the Trails and Cycling Renewal RPD and therefore not included in this RPD.

This category includes the following subcategories:

Urban Planning and Pedestrian   **42%**

The Urban Cycle and Pedestrian Network targets the 33 per cent of the Onkaparinga population who are considered 'Interested but Concerned' in cycling and a component who are classified as 'Enthused & Confident'. It includes shared use paths, BikeDirect network (add value and advocate) and local connections. In determining the type of cycling facility to provide, the Traffic Speed and Volume Matrix should be used (TCSMP page 18).

On-Road Recreation Rides   **33%**

The On-road recreation cycling network targets the 52 per cent of the population categorised as 'Enthused & Confident' and 'Strong & Fearless'. The on-road recreation cycling network encompasses high demand loops that can be cycled individually or linked together to reflect user fitness, experience and confidence. Loops will be contained within the existing road network/reserve with targeted infrastructure improvements to include intersection upgrades, network enhancements and signage. Loops that include significant inclines such as Cox Hill Road may also include cyclist pull out lane(s) for hazardous sections.

Trails   **25%**

The trails network will focus on nature-based activities and experiences that encompass both natural surface trails and speciality trails.

- Natural surface trails will use natural, low impact materials that reflect the local environmental context. Natural surface trails may be in the form of single or multi-use trails and incorporate isolated loops and/or connections to other trails to expand the user experience across a variety of environments

- Specialised trails utilise natural elements such as water, air and rock to access the experience sought by the user. While the provision of these elements is beyond the control of governments, we can support these trails experiences through the provision of supporting facilities and infrastructure around launch/landing zones.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

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Trails and Cycling Resource Prioritisation 2021–22 – New and Significant Upgrades

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies that need to be considered include:

- Asset Management Framework
- Healthy Active Lifestyles
- Trails and Cycling Strategic Management Plan 2016–21
- Open Space Strategic Management Plan
- Christie Downs 20 Year draft Master Plan
- Community Land Management Plan
- Environmental Strategy
- Foreshore Access Plan
- Placemaking strategy
- Road Network Plan
- Development Plan.

Consideration from the following State Government strategies and policies may also be required:

- SA Strategic Plan
- 30 Year Plan for Greater Adelaide
- Integrated movement and Transport Strategy.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for Multi use trails.

Council has assumed responsibility for recreational trails, in recognition of the value they provide to the local and wider community. Exceptions are those trails under the primary care and control of other agencies (e.g. the Kidman Trail and Heysen Trail), which are managed by the State Government

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Trails and Cycling Resource Prioritisation 2021–22 – New and Significant Upgrades

Trails and Cycling Strategic Management Plan 2016–21

The Trails and Cycling Strategic Management Plan sets the direction for future provision, development and maintenance of the trails and cycling network. The trails and cycling hierarchy, identifies three key levels of service which reflect experience, primary function, places and destinations, duration of visit and catchment size (demand). The hierarchy can be applied across the Planning Principles and encompass Premier, Cross City or Local experience.

Premier shared paths, on-road recreation rides and trails within the City of Onkaparinga are:

- The Coast to Vines Rail Trail
- Patrick Jonker Veloway
- Coast Park
- Willunga Hill and segments of the Tour Down Under Stage 5 route
- Heysen Trail
- Kidman Trail
- Coastal Canoe Trail
- Port Noarlunga Underwater Trail.

Premier projects will include:

- Development of trails to a high standard with the ability to host major events and cater to tourists who are unfamiliar with the area.
- Premier trails and cycling rides generally attract large numbers of activity-specific visitors each year.
- Premier trails and rides will have dedicated marketing and management plans, using a wide range of promotional tools, both print and online.

Cross City projects will include:

- Trails and cycling rides attracting people from across the City of Onkaparinga.
- Development of trails and cycling rides for commuter movements within the City of Onkaparinga.
- Connection to regional/district centres, employment centres and other large pedestrian generators.
- Accessibility to destinations and experiences for Onkaparinga residents.

Local projects will include:

- Development of local trails and cycling rides which provide connection across a suburb.
- Except for extreme circumstances, the local network will be provided by the local road and footpath network.
- Opportunities to walk or cycle to local destinations and places and are easily accessible to all residents in urban and township areas.

New riding experiences

Since the SMP was endorsed (2017) a trails/cycling gap between Aldinga and Sellicks Beach has been identified. This project has been included in the PCW program for scoring.

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Trails and Cycling Resource Prioritisation 2021–22 – New and Significant Upgrades

Process

There are two key activities within the category, planning/design and implementation. The division is important as Council uses a 24 month trail development process that involves planning, community engagement and costing the development in year 1 and undertaking the construction works in year 2. This process also allows adequate preparation time for inclusion of the developed reserve into the appropriate maintenance schedules.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation Documents. These plans consider demand forecasts, risk management and lifecycle management for all our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans adds to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the project or capital works.

The relevant **unweighted criteria** are as follows:

Volume

Estimated user demand considers the number of current or future users (current and latent demand) likely to be generated as a result of:

- Its role in the network

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Trails and Cycling Resource Prioritisation 2021–22 – New and Significant Upgrades

- the nature and density of surrounding developments
- potential future development
- experience it provides
- destinations it links to.

high: high estimated demand by potential or existing users	[score 3]
medium: medium estimated number of potential or existing users	[score 2]
low: low estimated number of potential or existing users	[score 1]

Position in network or hierarchy

Value of the project is linked to its position in the hierarchy.

- high: Premier shared paths, on-road recreation rides and trails: [score 3]
- medium: Cross-City shared paths, on-road recreation rides and trails [score 2]
- low: Local shared paths, on-road recreation rides and trails [score 1]

Cost Benefit

In addition to personal and individual benefits trails and shared use paths also provide low cost active recreation and sustainable transport options which research has shown is critical in community with a low socioeconomic score. The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low levels of education attained and high unemployment. A higher score on the index means a lower level of disadvantage and vice versa. A percentile number of where a given suburb fits nationally is provided by Census.

Citywide and local scores:

- very high: 0 to 25 SEIFA index percentile [score 3]
- high: 26 to 50 SEIFA index percentile [score 2]
- medium: 51 to 75 SEIFA index percentile [score 1]
- low: 76 to 100 SEIFA index percentile [score 0]

Location Importance: Connectivity

Shared paths, on-road recreation rides and trails will be installed in a logical manner. Higher consideration is to be given to 'missing links' that will complete a connection and/or loop.

- very high: Where a connection completes a connection and/or loop [score 3]
- high: Where a connection adds value to the existing network and thereby connects paths, rides, trails [score 2]
- medium: Where a connection complements (i.e. creates a stage but does not complete) a connection and/or loop [score 1]
- low: Where there is no connection [score 0]

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Trails and Cycling Resource Prioritisation 2021–22 – New and Significant Upgrades

Stakeholder/community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered [score 3]

- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken [score 2]

- medium: local community is not especially active in its involvement [score 1]

- low: local community has no level of interest in involvement [score 0]

Relative need

The TCSMP identified serval network gaps including east/west connections and township links.

- high: The connection completes:

  - An identified network gap

  - A connection that connects to a Premier route, township and/or regional transport, sport or retail centre [score 3]

- medium: The connection completes a connection to Cross-City routes and/or district/neighbourhood destinations [score 2]

- low: The connection supports and/or adds value to a route and/or destination [score 1]

Other: Service levels/standards

- very high: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard [score 3]

- high: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement [score 2]

- medium: Service Levels and/or standards are in place however are not defined [score 1]

- low: Service Levels and/or standards are not in place [score 0]

The standard **scheduling criteria** are:

- timing imperative (yes/no - date)

- external funds/resources (value/availability)

- project implementation phase (completes project, completes project stage, initiates new project)

- project management stage (assessment, planning and design, implementation)

- rolling replacement program.

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Open Space Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officers/driver: Andrew Smith, Work Group Coordinator Open Space

Responsible officers/co-driver: Jessica Bridgeman, Asset Planner

Description of contents and subcategories

This category includes the following subcategories:

Open Space – Local and Neighbourhood

Funds the development of local recreational open space (as per the classifications in the Open Space Strategic Management Plan 2018–23 and Open Space District Mapping), including concept planning design and implementation.

Open Space – District and Regional

Funds the development of District and Regional recreational open space (as per the classifications in the Open Space Strategic Management Plan 2018–23 and Open Space District Mapping), including concept planning, design and implementation.

Urgent and Minor Works

Funds urgent and unforeseen works of a minor nature that arise during the financial year and are beyond the scope of maintenance activities.

- The funding allocation in this category is not for the acquisition of open space. Decisions regarding the acquisition of open space require a report to Council and are likely to involve the use of the Open Space Development Reserve.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Asset Management Framework

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Open Space Resource Prioritisation 2021–22 – New and Significant Upgrades

- Open Space Strategic Management Plan 2018–2023

  The Open Space Strategic Management Plan 2018–23 provides direction to ensure a diversity of connected open spaces are provided equitably across the City to meet current and future community needs. It provides clear direction for the Open Space District plans.

Other relevant studies include:

- Parks and Reserves Style Guide
- Placemaking Strategy 2014–19
- Sport and Active Recreation Strategy 2014–19
- Trails and Cycling Strategic Management Plan 2016–21.

Strategy for allocating funds

Council's role

At the Council meeting held 12 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for Open Space assets.

Local and neighbourhood reserves, which are often created through the sub-division of residential land, become the responsibility of Council to develop (where the developer does not) and maintain.

Council is also responsible for district open space areas – those that provide a larger scale and range of casual and structured recreation activities than provided by a local reserve. Regional open space areas generally have facilities or features that can attract users from outside the region, cater for a wide age group and fall under Council's responsibility while National Parks are the responsibility of the State Government.

The Open Space Strategic Management Plan 2018–2023

Sets the principles, planning and direction for future provision, development and maintenance of the open space network. It includes the following key sections:

- Open Space Hierarchy – Defines the open space hierarchy and identifies and categorises service levels to match the primary function of each reserve across the network.
- Open Space Planning Principles – Provides high level direction to ensure the provision and design of open space and supporting facilities and infrastructure matches the service levels and key function of our open spaces according to the hierarchy.

Provides direction in the development of District Plans. Ensures an equitable distribution of quality recreation and leisure opportunities across the City and its districts.

Setting Provision Levels

The key functions of our reserves are related to Active, Passive and Family and the provision of infrastructure and service levels is related to the identified primary function of each reserve.

Provides a range of open space types across the city that allows ease of access to a range of facilities and opportunities for the broad community.

Stages of reserve development

There are two key activities within the category, planning/design and implementation. The division is important as Council uses a 24 month reserve development cycle that involves planning, community engagement and costing the development in year 1 and undertaking the construction works in year 2.

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Open Space Resource Prioritisation 2021–22 – New and Significant Upgrades

This process also allows and appropriate budget to included in our capital program and adequate preparation time for inclusion of the developed reserve into the appropriate maintenance schedules.

Citywide or local status

The assessment of open space development projects will be based on whether they have citywide or local significance.

Citywide projects will include:

- Development of regional parks will be designed in a way that ensures users who have travelled to and intend to stay for a long period of time are supported by appropriate facilities.

- Development of district parks provides a moderate range of services that attract visitors from across a District.

Local and Neighbourhood projects will include:

- Development of local and neighbourhood parks which contribute to local residents' social and physical wellbeing and 'sense of place' and are easily accessed and spontaneously used. These parks may not be highly developed and may include only a play area.

Assessment Process

Open Space

Reserve development will be informed by the principles and provision levels contained within the Open Space Strategic Management Plan 2018-23. Priorities and timing are determined via an assessment process that includes a series of prioritising and scheduling criteria. More detailed assessment will be used for proposals for large or complex open space projects.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

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Open Space Resource Prioritisation 2021–22 – New and Significant Upgrades

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]

- Identified as an action in a Strategic/Action Plan   [score 2]

- Not identified in any of the above   [score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/number of users or potential users

Open space

Citywide scores:

Number of Households

- high number of households >10,000   [score 3]

- medium number of households 5,000 –10,000   [score 2]

- low number of households <5,000   [score 1]

Local scores:

- high number of households >500   [score 3]

- medium number of households 200-500   [score 2]

- low number of households <200   [score 1]

Number of children

- high number of children >500   [score 3]

- medium number of children 150-500   [score 2]

- low number of children <150   [score 1]

Relative need

Record the highest score for either the number of identified special needs populations (SNP) or number of persons with special needs. May include (but is not limited to) children, older adults, teenagers, persons with a disability, persons from low income households, persons without a car, etc.

Number of identified special needs populations

Citywide scores:

- high: >5 special needs populations   [score 3]

- medium: 3 - 4 special needs populations   [score 2]

- low: <2 special needs population   [score 1]

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Open Space Resource Prioritisation 2021–22 – New and Significant Upgrades

Local scores:

- high: >3 special needs populations [score 3]
- medium: 2 special needs populations [score 2]
- low: 1 special needs population [score 1]

Number of persons with special needs

Citywide scores:

- high: >5,000 persons [score 3]
- medium: 2,500 to 5,000 persons [score 2]
- low: <2,500 persons [score 1]

Local scores:

- high: >100 persons [score 3]
- medium: 60 to 100 persons [score 2]
- low: <60 persons [score 1]

Position in network or hierarchy

Value of the project to other relevant features, which may include other open space and recreational trails, schools, shops, public transport, community centres and other points of interest.

Citywide scores:

- significant: links to 5-6 relevant features [score 3]
- moderate: links to 3-4 relevant features [score 2]
- limited: links to 0-2 relevant features [score 1]

Local scores:

- significant: links to 3 relevant features [score 3]
- moderate: links to 2 relevant features [score 2]
- limited: links to 1 relevant feature [score 1]

Stakeholder/community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken [score 2]
- medium: local community is not especially active in its involvement [score 1]
- low: local community has no level of interest in involvement [score 0]

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Open Space Resource Prioritisation 2021–22 – New and Significant Upgrades

Other - Current opportunities for accessing open space.

Open space - Citywide scores:

- high: no developed reserve within the suburb or immediately adjacent suburbs   [score 3]
- medium: developed reserve within relevant sub-area   [score 2]
- low: developed reserve within suburb or immediately adjacent suburb   [score 1]

Local scores:

- high: no developed reserve within 500m walking distance   [score 3]
- medium: no developed reserve within 500m walking distance but within 500m walking distance of a linear corridor   [score 2]
- low: developed reserve within 500m walking distance   [score 1]

Suitable land for development – Open space

Assessment of suitable land would consider elements such as (but not limited to) size (eg local reserves > 0.20ha), topography and existing features.

Citywide and local scores:

- high: suitable land available   [score 3]
- medium: land available of limited suitability   [score 2]
- low: land not available   [score 1]

Service levels/standards

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]
- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]
- Medium: Service Levels and/or standards are in place however are not defined   [score 1]
- Low: Service Levels and/or standards are not in place   [score 0]

The standard scheduling criteria are:

- timing imperative (yes/no - date)
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design, implementation)
- asset condition.

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Draft Resource Prioritisation Documents 2021–22

Sport and Active Recreation Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officer/driver: Larissa Jennings, Project Coordinator

Responsible officer/co-driver: Andrew Queisser, Asset Planner

Description of contents and subcategories

The Sport and Active Recreation category includes funds for facilities including:

- Council and community owned sport and active recreation facilities
- Facilities that provide sustained and increased participation in sport and active recreation
- Planning to determine needs, feasibility and provision of sport and active recreation.

Council provides a wide range of facilities for the community including:

- 35 turf playing fields
- 18 cricket pitches and 16 practice pitches
- 131 outdoor courts
- 8 equestrian facilities
- 41 basketball keyways
- 15 skate facilities
- 22 BMX facilities.

More than 300 sport and active recreation groups are located within the City with some 100 user groups accessing the following council owned facilities:

- 12 multi-use sports grounds
- 2 single use district level sports grounds
- 42 single use sports facilities.

Also located within the City are 3 community owned multi-use sports grounds and 2 community owned bowling facilities.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our region's natural environment is thriving
- Our communities trust council to deliver

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Sport and Active Recreation Resource Prioritisation 2021–22 – New and Significant Upgrades

- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Healthy Active Lifestyles Strategy 2014–19
- Sport and Active Recreation Strategic Management Plan 2014–19
- Asset Management Framework
- Skate Facility Management Plan 2016–21.

Other relevant studies include:

- Open Space Strategic Management Plan 2018–23
- Trails and Cycling Strategic Management Plan 2016–21
- Concept, master and facility management plans for sports grounds.

Strategy for allocating funds

Council's role

Our role is in line with Section 3 of the Sport and Active Recreation Strategic Management Plan 2014–19.

As a service provider we will plan for, provide and manage sport and active recreation opportunities that are not commercially viable for the private sector to provide or not the responsibility of the state government. As Owner Custodian we will provide and be responsible for associated infrastructure and facilities.

A review of Council's Sport and Active Recreation Strategic Management Plan will be completed in 2021.

The sport and active recreation category will consider allocations that relate to facilities including Council's sports facilities, active recreation facilities, and other facilities and initiatives that improve sport and active recreational opportunities for the community.

Allocations related to the infrastructure of council's clubrooms and major indoor recreation centres are considered within the Buildings category.

Citywide and local status

Within the sport and active recreation category projects and capital works are classified as either local or citywide status. Projects of citywide significance draw people from throughout the Council region and beyond and offer multiple benefits.

Projects of local significance, which generally incorporate district and local facilities, contribute to residents' well-being and 'sense of place' for their local community.

Assessment process

More detailed assessment will be used for proposals for large or complex sport and active recreation projects. Other priorities and timing are determined through the prioritising and scheduling criteria.

Some projects will require the feasibility/planning stage, design, approvals and costing stage and then the implementation stage to occur over sequential years. Costing's provided as part of the design process should be considered as estimates only.

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Sport and Active Recreation Resource Prioritisation 2021–22 – New and Significant Upgrades

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the prioritisation database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]

- Identified as an action in a Strategic/Action Plan   [score 2]

- Not identified in any of the above   [score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/number of existing users

For both structured and unstructured sport and active recreation.

Estimated number of current participants

Citywide scores:

- high number of current participants estimated >3,001   [score 3]

- medium number of current participants estimated 1,501-3,000   [score 2]

- low number of current participants estimated <1,500   [score 1]

Local scores:

- high number of current participants estimated >501   [score 3]

- medium number of current participants estimated 100-500   [score 2]

- low number of current participants estimated<100   [score 1]

Potential additional future participants directly related to the proposal.

Estimates based on participation rates, facility carrying capacity and growth predictions for the area of the proposed project.

Citywide scores:

- high number of potential participants estimated >3,001   [score 3]

- medium number of potential participants estimated 1,501-3,000   [score 2]

- low number of potential participants estimated <1,500   [score 1]

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Sport and Active Recreation Resource Prioritisation 2021–22 – New and Significant Upgrades

Local scores:

- high number of potential participants estimated >501   [score3]
- medium number of potential participants estimated 100-500   [score 2]
- low number of potential participants estimated<100   [score 1]

Social, community and economic need

In addition to personal and individual benefits sport and recreation also provides social, community and economic benefits such as strengthened social cohesiveness, improved community life, strengthened families, reduced health costs and improved worker productivity (source Daly 2000).

The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics such as low income, low levels of education attained and high unemployment. A higher score on the index means a lower level of disadvantage and vice versa. A percentile number of where a given suburb fits nationally is provided by Census.

Citywide and local scores:

- very high: 0 to 25 SEIFA index percentile   [score 3]
- high: 26 to 50 SEIFA index percentile   [score 2]
- medium: 51 to 75 SEIFA index percentile   [score 1]
- low: 76 to 100 SEIFA index percentile   [score 0]

Position in network or hierarchy

Value of the project in relation to other relevant supporting features that will be enhanced by the proposal and projects that are accessible to the broader community. Relevant features include but are not limited to other sport and active recreation facilities, reserves and linear parks, schools, shops, community centres, toilet facilities, and particularly opportunities for increasing the potential shared use of the facility, this is defined by the facilities four hierarchy levels.

Citywide scores:

- significant: links to 5 or more relevant features   [score 3]
- moderate: links to 3-4 relevant features   [score 2]
- limited: links to 2 or less relevant features   [score 1]

Local scores:

- significant: links to 3 relevant features   [score 3]
- moderate: links to 2 relevant features   [score 2]
- limited: links to 1 relevant feature   [score 1]

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Sport and Active Recreation Resource Prioritisation 2021–22 – New and Significant Upgrades

Locational importance

Accessibility of the location.

Citywide and local scores:

- central: prominent location with car parking, public transport and trail linkages   [score 3]
- moderate: semi-prominent location with car parking   [score 2]
- limited: location of limited prominence with limited car parking   [score 1]

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered and multiple funding partners contributing including Office for Recreation, Sport and Racing [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no or limited level of interest in involvement.   [score 0]

Sport and Active Recreation Development

Projects that align with the following criteria receive one point per item.

- Provides 'non-organised' sport or active recreation participation   [score 1]
- Provides and increases the level of participation for females, older adults, people with a disability, culturally and linguistically diverse and/or indigenous.   [score 1]
- Supported by a successful feasibility study or business case   [score 1]
- Positive environmental outcomes achieved   [score 1]

Unmet need

Projects that aim to meet an unmet need or provide equity of distribution for sport and active recreation facilities/services where the need is documented and endorsed by state associations, supported by supply and demand data and there are no other realistic options available in the City.

Citywide and local scores:

- high: no alternative opportunities   [score 3]
- medium: limited alternative opportunities   [score 2]
- low: multiple alternatives opportunities   [score 1]

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Sport and Active Recreation Resource Prioritisation 2021–22 – New and Significant Upgrades

Service levels/standards

Service levels and standards for sport and active recreation are primarily guided by our strategic management plan and Service Guidelines for Sport Assets that align with governing (sporting) bodies facility guidelines, Australian Standards and relevant legislation.

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]

- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]

- Medium: Service Levels and/or standards are in place however are not defined   [score 1]

- Low: Service Levels and/or standards are not in place   [score 0]

The standard **scheduling criteria** are:

- timing imperative (yes/no - date)

- external funds/resources (value/availability)

- project implementation phase (completes project, completes project stage, initiates new project)

- project management stage (feasibility/assessment, planning/ design/approvals and implementation)

- rolling replacement program.

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Draft Resource Prioritisation Documents 2021–22

Roadworks Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officer/driver: Callum Sleep, Traffic Engineer

Responsible officer/co-driver: Brett Williams, Senior Traffic and Transport Coordinator

Description of contents and subcategories

This category refers to the road network under the responsibility of the City of Onkaparinga which currently consists of approximately 1546km of roads of which 1365km are sealed, 142km unsealed and of that, 45km dust sealed.

These have been broken down into a number of sub-categories which reflect the different forms of treatment methods used to maintain and improve the Council's road network.

- sealed road – kerb and widening, New and Significant Upgrades
- sealed road – road shoulder construction, New and Significant Upgrades
- sealed road – reconstruction/rehabilitation, New and Significant Upgrades
- unsealed road – construct and seal, New and Significant Upgrades
- road safety program, New and Significant Upgrades.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas.

- Our communities are connected, engaged and resilient
- Our city is a great place to live
- Our economy benefits everyone
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Strategic Asset Management Plan (SAMP)
- City of Onkaparinga Road Network Plan.

Other relevant studies include:

- Pavement Predictive Modelling Technical Report (Sealed Roads)
- A road condition audit of our sealed road network was completed during late 2020 and subsequent data analysis now informs our approach to pavement management and the prioritisation of roadworks projects included in the Reseal and Reconstruction subcategories.
- Codes/Australian Standards/Guidelines
- Department of Transport and Regional Services (2005) *Roads to Recovery Guidelines.*

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Draft Resource Prioritisation Documents 2021–22

Roadworks Resource Prioritisation 2021–22 – New and Significant Upgrades

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for road and kerbing assets.

Pending Council endorsement the Corporate Asset Management Plan will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Council has through the *Local Government Act 1999* legislative requirements a duty to provide and maintain roads under its care and control.

Subcategories

Sub-categories within Roadworks New/Significant Upgrade reflect the different forms of treatment/rehabilitation methods used to improve and extend the Council's road network.

To provide optimisation of funding and to maintain the integrity of the asset class we consider the following attributes:

- asset management principles (looking after existing assets and ensuring that those assets requiring reconstruction are prioritised for upgrade consideration where it is required)
- the Pavement Management System (PMS)
- life cycle costing (whole of life cost)
- road hierarchy and traffic volume/type
- road safety.

Road projects are split into the following sub-categories:

- road safety program NSU
- unsealed roads – construct and seal NSU
- sealed roads – kerb and widening NSU
- road upgrades

Citywide and local status

The process of allocating funds within the Roadworks category based on the prioritisation process typically biases the outcomes to favour roads with a higher classification within the road network such as sub-arterial, distributor and collector roads. To reduce the impact of this bias, different (higher) thresholds are applied when assessing the criteria for the higher order roads.

Assessment process

The standard weighted and un-weighted criteria are used to prioritise projects as part of Council's on-going maintenance programs.

More detailed assessment will be used for large or complex projects beyond the scale of Council's normal operations, including where Council requires financial allocations towards Department for Infrastructure and Transport (DIT) roadwork projects.

Priority for upgrade projects will be given to those road segments requiring reconstruction.

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Draft Resource Prioritisation Documents 2021–22

Roadworks Resource Prioritisation 2021–22 – New and Significant Upgrades

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets. They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are as follows.

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

The Project and Capital Works database uses a number of criteria to weight projects considering each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/no. of existing users or potential users

Separated into citywide and local as two separate lists for priority setting.

Volume/no. of vehicles per day (Average Daily Traffic Flows – ADT)

Citywide scores:

- high: >3001 vehicles per day (vpd)   [score 3]
- medium: 1500-3000 vpd   [score 2]
- low: <1500 vpd   [score 1]

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Draft Resource Prioritisation Documents 2021–22

Roadworks Resource Prioritisation 2021–22 – New and Significant Upgrades

Local scores:

- high: >501 vehicles per day (vpd)   [score 3]
- medium: 100-500 vpd   [score 2]
- low: <100 vpd   [score 1]

Position in network or hierarchy

Road hierarchy citywide and local scores:

- sub-arterial, distributor   [score 3]
- collector   [score 2]
- local   [score 1]

Cost/benefit ratio

Typically road segments in poor condition incurring high maintenance costs will have a high benefit to cost ratio when considering an upgrade. Commercial interests and business opportunities as well as the potential for generation of employment must also be considered.

Citywide and local:

- high: benefit to cost   [score 3]
- medium: medium benefit to cost   [score 2]
- low: low benefit to cost   [score 1]

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no level of interest in involvement   [score 0]

Other

Traffic composition

The number of heavy goods/transportation vehicles expressed as a percentage of annual average daily traffic flow.

Citywide scores:

- high percentage of heavy vehicles >8%   [score 3]
- medium: predominantly passenger between 5-8%   [score 2]
- low: majority passenger vehicles <5% score   [score 1]

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Roadworks Resource Prioritisation 2021–22 – New and Significant Upgrades

Traffic speed

The potential for accidents and their severity is increased with higher traffic speeds. The eighty fifth percentile speed is an internationally accepted value used in highway and traffic engineering. It depicts that 85% of the total number of vehicles in the vicinity of the survey/study area were travelling at this speed or less.

Common application to both citywide and local.

- high: > 80km/h   [score 3]
- medium: 50-80km/h   [score 2]
- low: < 50km/h   [score 1]

Standard **scheduling criteria** used are:

- timing imperative (yes/no – date or other inter related projects)
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design, implementation)
- rolling replacement program.

Draft Resource Prioritisation Documents 2021–22

Traffic Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officer/driver: Brett Williams, Senior Traffic and Transport Coordinator

Responsible officer/co-driver: Callum Sleep, Traffic Engineer

Description of contents and subcategories

This category includes the installation of a variety of traffic management devices to improve road safety, for all road users throughout the City of Onkaparinga road network.

Subcategories consist of:

- Major traffic control New and Significant Upgrades: (includes roundabouts, signalisation and major intersection upgrades, and traffic calming schemes). This generally, applies to higher order roads such as distributor and collector roads.

- Minor traffic control New and Significant Upgrades: (local road intersection upgrades, raised medians, and minor traffic modifications).

- Pedestrian and school crossings New and Significant Upgrades: (examples include pedestrian activated crossings, wombat crossings, koala crossings, pedestrian refuges, medians, and kerb protuberances).

Council's traffic management strategies do not presently include the promotion of education and policing programs seeking to improve driver behaviours. For the most part these initiatives rest with other authorities such as the Department for Infrastructure and Transport (DIT) and South Australian Police (SAPoL).

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas

- Our communities are connected, engaged and resilient

- Our communities are active and healthy

- Our city is a great place to live

- Our economy benefits everyone

- Our communities trust council to deliver

- Our ratepayers receive strong returns for their rates.

Relevant Council strategies and policies:

- Asset Management Framework

- City of Onkaparinga Road Network Plan 2016–2021

- Strategic Asset Management Plan

Other relevant studies, strategies or plans:

- Department for Infrastructure and Transport (DIT) Manual of Legal Responsibilities and Technical Requirements for Traffic Control Devices Part 2 – Code of Technical Requirements (Dec 2019)   63

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Traffic Management Resource Prioritisation 2021–22 – New and Significant Upgrades

- Australian Standards AS 1742 – Manual of uniform traffic control devices
- Austroads Guides
- DIT Operational Instructions and other publications
- Australian Road Research Board (ARRB) Group's Best Practice Guides for local government
- Traffic Precinct Studies
- Codes/Australian standards/guidelines.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including for road and kerbing assets.

Pending Council endorsement, this will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Council is responsible for providing traffic management devices on those roads under its care and control. Where there is an interface between local roads and State roads (DIT roads) then DIT is responsible for the installation and maintenance of the traffic management device as per section 26 of the Highways Act (DIT Operational Instruction 20.1).

The assessment and implementation of traffic management devices are based on the following publications:

- Australian Standards (AS 1742)
- Code of Technical Requirements (for SA)
- Austroads guidelines
- DIT Operational Instructions.

Citywide/local

City wide (generally distributor & collector roads) and local (generally local residential streets) scores are used to assess projects in this category.

Assessment process

Standard weighted and unweighted criteria are used to prioritise minor projects.

More detailed assessments will be used for large or complex traffic management projects.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation documents. These plans consider demand forecasts, risk management and lifecycle management for all of our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects.

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Traffic Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

The Project and Capital Works database uses a number of criteria to weight projects considering each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist, which compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/no. of users or potential users

Citywide scores (distributor and collector roads):

Average daily traffic volumes (ADT).

- high: volumes > 3000 vehicles per day (vpd)   [score 3]
- moderate: 1501–3000 vpd   [score 2]
- low volumes < 1500 vpd   [score 1]

Pedestrian numbers (for the anticipated hour of the day with the heaviest use

- high: >50 pedestrians per sample hour   [score 3]
- medium: 10-50 pedestrians per sample hour   [score 2]
- low: <10 pedestrians per sample hour   [score 1]

Local scores (local roads):

When comparing local/minor road classes score using the following guideline ADTs. If necessary due to the low traffic volumes, or on rural roads where traffic volumes are typically much lower than on urban roads, the thresholds may be revised utilising the maximum and minimum values.

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Traffic Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Volumes (ADT)

- high: >500 vehicles per day (vpd)   [score 6]
- medium: 100–500 vpd   [score 4]
- low: <100 vpd   [score 2]

Position in network or hierarchy

Citywide and local scores:

Road hierarchy:

- significant: sub-arterial, distributor   [score 3]
- moderate importance: collector   [score 2]
- limited role: local/minor   [score 1]

Cost/benefit ratio

Subjective assessment of investment value. Include estimation of community cost/benefit as well as Council (asset management principles and maintenance costs).

Citywide and local scores:

- high: high benefit to cost   [score 3]
- medium: medium benefit to cost   [score 2]
- low: low benefit to cost   [score 1]

Stakeholder/Community expectations

Assessed in accordance with standard rating, based on the community expectations that this project will deliver. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no level of interest in involvement   [score 0]

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Traffic Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Other

Traffic Composition (as per Road Network Plan).

The transportation of goods and/or people etc by heavy vehicles (HV) expressed as a percentage of the total average daily traffic volume.

Citywide and local scores:

- identified freight route (B-Double/road train access)   [score 3]
- other movements (e.g. buses or wide loads)   [score 2]
- identified minor freight route (19m HML or overmass)   [score 1]
- general access vehicles only   [score 0]

Traffic Speed

As vehicle speeds increase above the known limit for a particular road or stretch of road the potential for accidents and their severity increases. The 85th percentile speed is an internationally accepted value utilised in highway and traffic engineering fields, it depicts that 85% of motorists are travelling at this speed or less.

The scoring system is therefore appropriate to every road with a known or posted speed limit as recorded speeds (using Council traffic data collection) are matched against posted speeds and given a weighting depending on severity of breach.

Citywide and local scores:

- high: 85%ile speed is 10km/h over posted limit   [score 3]
- medium: 85%ile speed is 5-10km/h over posted limit   [score 2]
- low: 85%ile speed is 0-5km/h over posted limit   [score 1]
- zero: no speeding issues   [score 0]

Accident statistics

Statistics are based upon the Department for Infrastructure and Transport (DIT) crash database, spatial information and recent Police reports. The data used should be for the five (5) most recent accident years available. Black Spot criteria for discrete sites requires a minimum of three casualty crashes during this period. A casualty crash is defined as either a fatal or injury crash. Crashes should have occurred within 30 metres of any investigated intersection or at a particular mid-block location.

For rural road lengths the Black Spot criteria method should be applied where requiring 0.2 casualty crashes per kilometre per year over 5 years.

Citywide and local scores:

- >5 non-casualty or 2.5 casualty per year   [score 3]
- >4 non-casualty or 1.5 casualty per year   [score 2]
- >3 non-casualty or 1.0 casualty per year   [score 1]
- 0 casualty crashes   [score 0]

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Traffic Management Resource Prioritisation 2021–22 – New and Significant Upgrades

Rural road lengths:

- >0.5 non-casualty or 0.2 casualty per km per year [score 3]
- >0.4 non-casualty or 0.15 casualty per km per year [score 2]
- >0.3 non-casualty or 0.1 casualty per km per year [score 1]
- 0 non-casualty crashes [score 0]

Standard scheduling criteria used are:

- timing imperative (yes/no - date) Subject to other inter related projects
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design, implementation)
- rolling replacement program.

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Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

Responsible Director: Kirk Richardson

Responsible officer/driver: Andrew Webster, Team Leader Infrastructure Asset Management

Responsible officer/co-driver: Lisa Flaherty, Asset Planner

Description of contents and subcategories

This category consists of the following subcategories:

- Water Management and Flood Protection – Major
- Water Management and Flood Protection – Minor

These subcategories incorporate construction of stormwater management and flood protection infrastructure.

The Major flood protection category addresses protection of infrastructure and property for major events up to 1:100 years. The minor (1:10 year) flood protection category addresses street and gutter flows for pedestrian and vehicle safety and convenience in more regular rainfall events.

As identified in our asset management plan, projects will be designed to achieve flood protection and water quality improvement, and where possible other benefits such as the provision of recreational/open space functions for the community and water harvesting and re-use. Wherever possible we schedule works to coincide with other infrastructure upgrade works to avoid duplication of effort and 'opening up' a street after other works have recently been completed.

Watercourse Management

This subcategory includes projects such as erosion control works often associated with improvement and protection of natural assets and not otherwise associated with flood protection or water management projects. It can include watercourse rehabilitation projects for improved environmental outcomes.

Department of Infrastructure Transport (DIT) contributions

Council has an obligation to contribute to drainage upgrade works undertaken by DIT where council areas form part of the catchment.

Other related Project and Capital Works categories

This category relates strongly to the following categories:

- Environmental Projects (not funded elsewhere)
- Coastal Management

Project scheduling may be influenced by the following categories:

- Placemaking
- Roadworks
- Open Space
- Major Projects

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Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council and external strategies and policies:

- Asset Management Framework
- Strategic Asset Management Plan
- Guidelines for Urban Stormwater Management Local Government Association of South Australia Stormwater Management Strategy (June 2003)
- Metropolitan Adelaide Stormwater Management Study (July 2004)
- Urban Stormwater Management Policy for South Australia (May 2005)
- Stormwater Management Planning Guidelines 2007
- Water for Good 2009
- Western Mount Lofty Ranges Water Allocation Plan (2013)
- Adelaide Coastal Water Quality Improvement Plan (2013)
- SA State Government WSUD Policy (October 2013).

Council have also completed a number of other catchment studies, floodplain mapping, hydrological investigations, audits and assessments specific to the ongoing management of our City's watercourses.

Strategy for allocating funds

Council's role

At the Council meeting held 13 June 2017 Council endorsed a revised City of Onkaparinga Corporate Asset Management Plan. This plan contains consolidated levels of service for all asset classes including Water Resource assets.

Pending Council endorsement the Corporate Asset Management Plan will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

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Draft Resource Prioritisation Documents 2021–22

Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

Subcategories

- Water Management and Flood Protection – Major

- Water Management and Flood Protection – Minor

The primary functions of Council's stormwater management program are flood protection and water quality improvement. Service standard improvements and upgrades are being identified as stormwater management studies are completed. Development of water management facilities including wetlands and detention basins is often heavily dependent on the establishment of self-managed ecosystems and often involves a significant revegetation component and development and implementation of whole of life management plans. Accordingly allocations are included for vegetation establishment over the first three years following completion of civil works.

Major/minor status

The allocation of funds within the water management and flood protection subcategories is based on the principle of achieving maximum value/benefit, with a focus on the areas with highest risk. We apply the principle of major and minor flow management for stormwater.

The Minor flood protection category is for provision of drainage infrastructure to manage 'nuisance' flows in more regular rain events and limit kerb water depth and velocity to safe levels in events up to 1:10 year in residential areas, and 1:10 year in commercial and industrial areas.

Rainfall events and flows of greater magnitude considered 'major' are managed through the Major flood category. Our service standard is to limit flooding of private property to 'low hazard' levels in up to a 1:100 year event.

Studies

The primary criteria for prioritising studies are based on the issues identified in the Stormwater Management Scoping Study.

At a local scale, to ensure the flood protection and water quality improvement is compliant with Council's service standards, studies and investigations as detailed in the internal review of the Stormwater Management Scoping Study are required. A risk and priority catchment basis are used to prioritise projects.

The potential impacts from climate change are also to be factored into short and long-term planning for stormwater management, and the scenarios developed as part of the 'Resilient South' project are utilised for all new design work.

Watercourse Management

As well as receiving waters and ecosystems, public and private infrastructure may be threatened not only by inundation, but also by the erosion of natural and constructed watercourses that are under Council's care and control. Council has a duty of care under the *Natural Resources Management Act 2004* to properly manage watercourses under its care. The management of watercourses, like water management facilities, often involves a significant revegetation component, and development and implementation of whole of life management plans. The rehabilitation of the water courses and creeks within the council area is important and helps achieve a healthy environment.

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Draft Resource Prioritisation Documents 2021–22

Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

Department for Infrastructure Transport (DIT)

DIT regularly undertakes minor upgrades to drainage infrastructure associated with their roads within our council area. Council is obligated to contribute to the drainage improvements undertaken based on the proportion of the catchment for which Council is responsible. Whilst major projects are identified in advance and programmed in the flood protection subcategory, minor works often arise from year to year.

Assessment process

In general, the assessment process for stormwater management projects will be by way of prioritisation using standard weighted and unweighted criteria with reference to the service level standards and scheduling criteria. The risk management approach will also ensure higher risks are addressed on a priority basis.

More detailed assessment, including cost benefit analysis will be used for proposals for large or complex stormwater management projects.

Asset Management Plans

Asset management plans inform our strategies for allocating funds as detailed in each of the Resource Prioritisation document.

These plans consider demand forecasts, risk management and lifecycle management for all of our assets.

They define the levels of service for our assets and will increasingly direct priorities for funding allocation between capital renewal and capital extension projects. As part of this process, revised service levels for the water resources category were endorsed by Council.

Asset management planning is a dynamic process. The continuous refinement of our asset management improvement plans add to our knowledge of each asset class. Demand forecasts and lifecycle management will also inform priorities and funding requirements for maintenance regimes and will ensure resources are allocated to the areas of greatest need.

Funding Sources

Where project objectives and outcomes comply with the requirements and management targets of other funding sources, including the Stormwater Management Authority, Green Adelaide Board, and other State and Federal initiatives, funding will be sought in accordance with their required criteria.

The Stormwater Management Reserve fund which is funded primarily from water quality service charge payments from developers, provides an additional funding option for eligible major water quality improvement projects.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

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Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Volume/no. of users or potential users

To determine the priority for these projects we use the following calculation to determine the velocity and volume of the flow of water, which is then broken into two categories, Volume 1 and Volume 2:

Volume 1 – where the velocity of the volume of water is less than 0.4m2/s to ensure pedestrian safety)

Volume 2 – where the velocity of the volume of water is less than 0.6m2/s to ensure vehicle safety)

Major projects

Volume 1 and number of allotments/area affected:

- high: benefits >100 allotments/large catchment   [score 7]
- medium: benefits 10-100 allotments/sub catchment   [score 6]
- low: benefits <10 allotments, or public property only   [score 5]
- nil properties   [score 4]

Volume 2 and improvement in level of flood protection:

- high: increases from <1:5 to 1:100   [score 7]
- medium: increases from <1:20 to 1:100   [score 6]
- low: increases from <1:50 to 1:100   [score 5]
- nil: no improvement in flood protection   [score 4]

Minor projects

Volume 1 and number of allotments affected

- high: benefits >20 allotments   [score 3]
- medium: benefits 5-20 allotments   [score 2]
- low: benefits <5 allotments or public property only   [score 1]
- No properties   [score 0]

Volume 2 and improvement in level of flood protection

- high: increases from <1:1to 1:5, or where appropriate, 1:10   [score 3]

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Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

- medium: increases from <1:5 to 1:5, or where appropriate, 1:10   [score 2]
- low: increases from >1:5 and <1:10 to 1:10 where appropriate   [score 1]
- nil: no improvement in flood protection   [score 0]

Achievement of multiple objectives

(Applies to Water Management and Flood Protection - Major sub category only)

- high: site is frequently used by large numbers of people as a recreational or amenity asset, is a high value biodiversity resource, or facilitates high volume stormwater harvesting (>20ML/A)   [score 3]
- medium: site is frequently used by a moderate number of people, is a moderate value biodiversity resource or facilitates medium volume stormwater harvesting >10ML/A and <20ML/A or only satisfies two of the three criteria above   [score 2]
- low: site is infrequently visited or is a low value biodiversity resource or does not facilitate or has low potential for stormwater harvesting or only satisfies one of the three criteria above   [score 1]
- nil: no biodiversity, amenity or stormwater re-use outcome   [score 0]

Watercourse management

Volume 1 and strategic water quality importance of works

- high: project addresses priority site or catchment, without other water quality management facilities   [score 3]
- medium: project addresses low priority site downstream of other water quality management facilities or with substandard water quality facilities downstream   [score 2]
- low: other water quality management facilities with sufficient network capacity exist downstream of site   [score 1]
- nil: no assessed water quality outcomes   [score 0]

Volume 2 and Biodiversity value of works

- high: project addresses priority site, upstream or at biodiversity hotspot   [score 3]
- medium: project extends/protects biodiversity outcomes along a reach with above average biodiversity value   [score 2]
- low: site or downstream reach has low or poor biodiversity value   [score 1]
- nil: works proposed have no biodiversity value   [score 0]

Position in network or hierarchy

(Applies to Water Management and Flood Protection Major and Minor and Water Course Management subcategories)

- significant: the project forms a fundamental part of the stormwater network for a major catchment and other projects in the catchment cannot proceed until it is completed   [score 3]
- moderate: the project is an important component of the stormwater network for a major sub-catchment   [score 2]

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Water Resources Resource Prioritisation 2021–22 – New and Significant Upgrades

- limited: the project is isolated and services a localised, minor catchment only   [score 1]
- local only – the project only addresses a single site   [score 0]

Water quality benefits

Major projects

- high: improves stormwater quality to service level standard for one of the region's major drainage systems (three or more developments)   [score 3]
- medium: improves stormwater quality to service level standard in a suburb or a branch of a substantial catchment; or improves water quality to near service standard for a major drainage system, (three or more developments)   [score 2]
- low: improves stormwater quality to service level standard for a minor catchment (one development); or marginally improves stormwater quality in a suburb or branch of a substantial catchment   [score 1]
- nil: does not improve stormwater quality   [score 0]

Minor projects/watercourse management:

- high: improves water quality to service level standard   [score 3]
- medium: improves water quality but not to service level standard   [score 2]
- low: minor water quality improvement   [score 1]
- nil: does not improve water quality   [score 0]

Stakeholders/community expectations

Assessed in accordance with standard rating based on the community expectations that this project will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this project will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this project will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no level of interest in involvement   [score 0]

Standard schedule criteria were used:

- timing imperative (yes/no – date)
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design implementation)
- rolling replacement program.

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OTHER PROJECTS

RESOURCE PRIORITISATION
DOCUMENTS 2021–22

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Commercial Activity Resource Prioritisation 2021–22

Responsible Director: Kirk Richardson and Philomena Taylor

Responsible officer/driver: Chris Tyson, Asset Planner Commercial Buildings

Responsible officers/co driver: Simon Jones, Asset Planner

Description of contents and subcategories

This Commercial Activity category provides funding for Council's commercial activities. Key commercial assets this resource prioritisation will be applied to are:

- Tourist Parks
- Coastal Kiosks
- Commercial Leases
- Telecommunications leases.

The Resource Prioritisation document (RPD) is the template/guideline for preparing and prioritising the business case for projects associated with Council's commercial enterprises and properties. All significant asset renewal, replacement and other investment in council's commercial enterprises should be assessed using this framework.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Strategy for allocating funds

The operation of the commercial assets assists Council with meeting its strategic objectives. This includes both at a community plan level and down to the more detailed business or asset operation.

This RPD also recognises initiatives which may not yet be part of a formal plan but are identified as important to the development/ sustainability to Council's commercial activities.

We will therefore identify Community Plan alignment from within the following sources:

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Commercial Activity Resource Prioritisation 2021–22

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

The Project and Capital Works database uses a number of criteria to weight projects considering each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Project bids that meet more desired outcomes, across more objectives, will score closer to the maximum.

Activities in this category should contribute to one or more of the Community Plan Objectives.

Additional evidence that a project bid is aligned to the Community Plan Objectives can be found in the following sources.

Relevant Council strategies and policies:

- Asset management framework
- Commercial asset business plans
- Previously approved multi-year projects
- Service Reviews/Resolutions of Council and Committees of Council.

Business Intelligence

Business Intelligence (BI) bids are opportunities that may have been identified by staff, industry comparison, customer feedback etc, rather than through a conventional business planning process.

BI bids will primarily benefit the two Tourist Parks where council operates accommodation businesses as well as owning the asset.

The inclusion of BI as a source of project ideas is intended to allow council's investment in the Park's to be agile and responsive.

Opportunities to improve the appeal of the Park's with their apparent target markets should also be considered as strategic priorities. Such initiatives are expected to increase the marketability of these sites and lead to greater customer satisfaction and enjoyment.

Unweighted prioritisation criteria

Commercial Assessment Overview

This section provides the remaining unweighted scoring considerations for Commercial projects.

These criteria reflect a means of assessing and scoring of key business drivers around the following:

- Stakeholder - Management of specific risks and obligations
- Cost Benefit – Financial Value Assessment

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Commercial Activity Resource Prioritisation 2021–22

- Market position.

Relative Need – Sustainability and Growth Assessment

- Scheduling Imperative.

Stakeholder - Management of specific risks and obligations

This section details the assessment of specific obligation-based risks. This is undertaken in addition to the standard PCW risk assessment section and provides an elevated priority where there is a specifically identifiable risk or obligation.

Our commercial enterprises are often managed under contracts or have specific regulatory requirements that apply and clearly identify management obligations. If council has a regulatory or contractual obligation to respond to this should add to the prioritisation of the project. These specific risks are considered and scored on the basis of not undertaking the project.

The following flow chart provides the guiding decision path when considering the assessment of risks and obligations. Risk in this category should be assessed with reference to the City of Onkaparinga's Risk Management framework.

Priorities are scored as follows and should be entered in one of the volume scoring sections of the database:

- Priority 1 – score 4
- Priority 2 – score 3
- Priority3 – score 2
- Priority 4 – score 1

Commercial Activity
Risk and obligation assessment flow chart
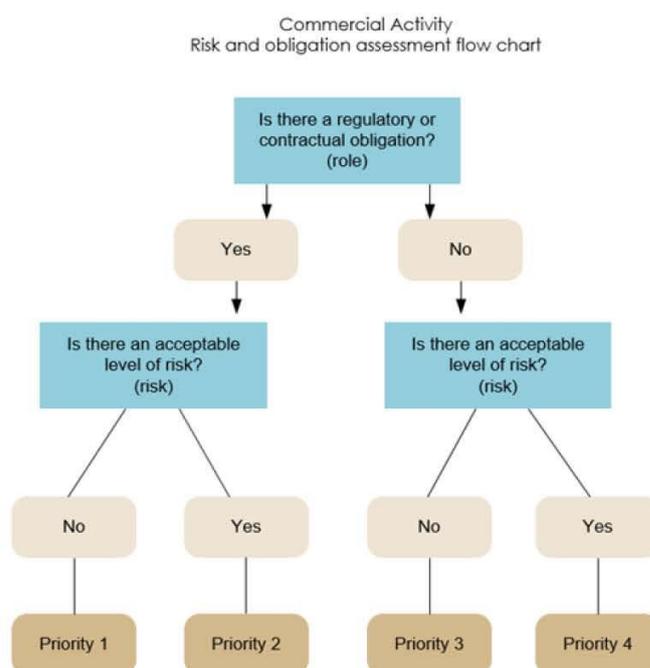
NB: For reference a risk rating (as a result of no action) of very-high or greater is deemed to not be an acceptable level of risk 79

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Cost Benefit - Financial Value Assessment

This assessment will be used for projects with reasonably identifiable recurring cash flows and where multiple options may exist to achieve a similar outcomes.

NB: Scores for this section should be included in the second 'volume' scoring section of the database.

For projects expected to provide a positive return.

A comparative analysis should be performed typically using the Net Present Value (NPV) method. This will use Councils cost of capital as the discount rate (4.5% - 2019–20 + an additional risk premium of 1% bringing the discount rate to 5.5%) and seeks to identify the project with the highest return.

The NPV outputs will be scored as follows:

- NPV > $0 bids will be prioritised based on highest NPV first with a view toward maximising immediate return to Commercial Activity Reserve [Score 1-8]

  (a score at the upper end to represent an exceptional revenue generating opportunity – high cash flows with fast early payback or very secure/certain returns)

- NPV < $0 or low in comparison to other options [Score 0]

  NB: Scores for this section should be included in the second 'volume' scoring row of the PCW database.

Market Position

Another key aspect of commercial operation is market position. The security of our revenue is derived from occupying a sustainable place in the market.

Our approach may be to differentiate ourselves, provide a low cost option or both. In some situations we may be the only provider in which case we are providing a niche product/service. It is essential to the sustainability of the business that we do not over or under invest in this position. Our products should be valued by and satisfy the customers we are serving. Our investment in the business or property needs to clearly and deliberately reflect our actual or desired position in the market.

The key issue is how critically we need to target our investment given the following considerations. Priorities are scored as follows and should be entered in one of the 'Other' scoring sections of the database.

Scoring – note: That only one of these options can be selected, they are not cumulative [maximum score 8]

- Very High: For example there are currently multiple providers who provide a similar/ comparable service within our council area – High need to follow/lead market offering [Score 5-8]

- High: There are currently multiple providers who provide a similar / comparable service however these are within the greater metropolitan area – moderate need follow / lead market offering [Score 3-4]

- Moderate: For example other providers exist in our council area however service provision is notably different – maintain and possibly lead market offering [Score 1-2]

- Low: For example no other providers exist – maintain market offering and manage cost [Score 0]

Relative Need – (Sustainability and Growth Assessment)

This section is intended to guide decision making on the qualities of projects that should be selected to drive growth or ensure sustainable operation.

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Commercial Activity Resource Prioritisation 2021–22

Service levels/standards

The key here is to consider whether we are investing in the appropriate quality of project. For example do we have a business plan which has assessed what the service level should be, are we picking the right product for the expectations our target market and/or does the project align to common practice with other industry participants.

Priority will be given to projects that can demonstrate a high degree of certainty that the quality selected is what is required.

- Very High: For example Service Levels and/or standards are in place and are well documented, defined by legislation, strategy document, sound customer feedback or industry standard   [Score 7-9]

- High: Service Levels and/or standards are in place, customer expectations are known [Score 4-6]

- Medium: Service Levels and/or standards are in place or customer expectations are suspected but not defined   [Score 2-3]

- Low: Service Levels and/or standards are not in place and are unknown   [Score 1]

Scheduling Imperative

Finally the project should have given consideration to the following potential risks and opportunities as additional imperatives to undertake a project.

Priorities are scored as follows and should be entered in one of the 'Other' scoring sections of the database:

- Timing imperative (yes/no - date)

- External funds/resources (value/availability)

- Activity implementation phase (completes activity, completes activity stage, initiates new activity)

- Activity management stage (assessment, planning and design, implementation)

- Monitoring market trends/emerging competition.

Scoring - Note that only one of these options can be selected, they are not cumulative.

Assessment

The key drivers for Commercial Activity Resource are as follows;

1. Stakeholder - Management of specific risks and obligations

2. Cost Benefit – Financial Value Assessment

3. Market position

The scoring mechanism is as follows:

- Meets 3 Drivers – 6 points

- Meets 2 Drivers – 4 points

- Meets 1 Drivers – 2 points

- Meets 0 Drivers – 0 points.

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Community, Culture and Libraries Resource Prioritisation 2021–22

Responsible Directors: Philomena Taylor, Director Community Services and Julia Grant, Director Strategy and Engagement

Responsible officer/driver: Terra Lea Ranson, Manager Community Capacity

Responsible officer/co-driver: Bobbie-Jean Stevens, Manager Communication and Engagement

Paul Wright, Team Leader Community Development

Description of contents and subcategories

This category incorporates a number of subcategories related to council's interactions with the community.

Arts and Culture: funds a range of arts and cultural development activities, community driven public art projects, events, programs, exhibitions and festivals.

Community Capacity: funds the provision of grants, sponsorship, donations programs and projects that support community initiatives and achieve strategic outcomes and a range of events such as Australia Day celebrations, the Christmas Pageant, Beachside Food and Wine Festival, Touch a Truck.

Sport and Active Recreation Projects: that help to support increased participation in physical activity and/or build the capacity of providers of sport and active recreation to be safe, welcoming and well managed.

Libraries: funds the purchase of library materials.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is a great place to live
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant council strategies, plans and policies:

- Art and Cultural Development Strategic Management Plan 2014–19 (under review)
- Sport and Active Recreation Strategic Management Plan 2014–19 (under review)
- Regional Public Health Plan 2015 (under review)
- Community Centres Management Model 2018
- Inclusive Community Action Plan 2021-24
- Community Capacity Strategic Plan 2021-24
- Libraries Strategic Management Plan 2018–21
- Three-year Events Plan 2020-23

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Community, Culture and Libraries Resource Prioritisation 2021–22

Other relevant studies include:

- Active Ageing Service Review 2020
- Community Wellbeing Monitor
- Community Facilities Guidelines 2016

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are listed below.

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking or continuing the activities.

Volume/number of participants or potential participants

Subcategories

Libraries

Citywide scores:

Demographic information will be utilised in determining potential participants.

- high: >10,000 potential participants   [score 3]
- medium: 4,000-10,000 potential participants   [score 2]
- low: <4,000 potential participants   [score 1]

Local scores:

Demographic information will be utilised in determining potential participants.

- high: >1000 potential participants   [score 3]
- medium: 300 – 1000 potential participants   [score 2]
- low: <300 potential participants   [score 1]

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Community, Culture and Libraries Resource Prioritisation 2021–22

Arts and Culture

Citywide scores (based on potential participants of a citywide cultural activity):

Demographic information will be utilised in determining potential participants.

- high: >1,000 potential participants   [score 3]
- medium: 200-1,000 potential participants   [score 2]
- low: <200 potential participants   [score 1]

Local scores:

Demographic information will be utilised in determining potential participants.

- high: >100 potential participants   [score 3]
- medium: 20 – 100 potential participants   [score 2]
- low: <20 potential participants   [score 1]

Community Capacity (including events), Grants, and Sport Development

Citywide scores (based on potential participants of a citywide community activity):

Demographic information will be utilised in determining potential participants.

- high: >400 potential participants   [score 3]
- medium: 50-400 potential participants   [score 2]
- low: <50 potential participants   [score 1]

Local scores:

Demographic information will be utilised in determining potential participants.

- high: >100 potential participants   [score 3]
- medium: 20 – 100 potential participants   [score 2]
- low: <20 potential participants   [score 1]

Relative need (all subcategories)

Based on identified special needs populations (SNP) and population statistics. This may include (but is not limited to) children, older adults, young people, Aboriginal people, people of CALD background, people with a disability, carers, people on low income, households without cars or families in areas of social disadvantage.

Citywide scores:

- high: 4 or greater special needs populations   [score 3]
- medium: 3 special needs populations   [score 2]
- low: 2 or less special needs populations   [score 1]

Local scores:

- high: 3 or more special needs populations   [score 3]
- medium: 2 special needs populations   [score 2]
- low: 1 special needs population   [score 1]

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Community, Culture and Libraries Resource Prioritisation 2021–22

Cost/benefit ratio (all subcategories)

Council expenditure versus community outcomes achieved (i.e. a lower percentage of council funds and multiple community outcomes would rate 'high').

This includes funding, overall costs and benefits to the community in terms of the following objectives:

1. Community and cultural development
2. Resource sharing and community well-being
3. Promotion of healthy lifestyles
4. Self-reliance
5. A sense of identity and placemaking
6. Community projects such as education and lifelong learning.

Citywide scores:

- high: 4 objectives and <50 percent council funding   [score 3]
- medium: 3 objectives and 50 percent -70 percent council funding   [score 2]
- low: 2 objectives and >70 percent council funding   [score 1]

Local scores:

- high: 3 objectives and <40 percent council funding   [score 3]
- medium: 2 objectives and 40 percent to 80 percent council funding   [score 2]
- low: 1 objective and >80 percent council funding   [score 1]

Stakeholder/community expectations (all subcategories)

Assessed in accordance with standard rating based on the community expectations that this activity will be delivered. Assessment should be considered in the context of the local community and expectations should be assessed relative to the project scope and the communities that will be affected.

- Very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this activity will be delivered   [score 3]
- High: actively engaged local community involvement with high expectation that this activity will be delivered however a formal community engagement process has not been undertaken   [score 2]
- Medium: local community is not especially active in its involvement   [score 1]
- Low: no evidence of local community interest in its involvement   [score 0]

Community Capacity (all subcategories)

Ratings would be allocated by outcome(s) of capacity building including activities that increase the community's ability to:

1. improve health and well-being
2. undertake skill development including artistic, creative and leisure, vocational, literacy and/or numeracy competencies and those skills which contribute to social well-being
3. foster connections within the community and encourage community participation
4. develop enterprising communities
5. embrace cultural diversity and support cultural development
6. foster self-worth, purpose and meaning and a sense of belonging

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Community, Culture and Libraries Resource Prioritisation 2021–22

Citywide scores:

- high: 4 or greater outcomes [score 3]
- medium: 3 outcomes [score 2]
- low: 2 or less outcomes [score 1]

Local scores:

- high: 3 outcomes [score 3]
- medium: 2 outcomes [score 2]
- low: 1 outcome [score 1]

Partnering (all subcategories)

The value of the activity is evaluated by the willingness of other agencies and groups to be involved in delivering activities e.g. schools, businesses, community groups.

Citywide scores:

- links to 4 or more other agencies [score 3]
- links to 2–3 other agencies [score 2]
- links to 1 other agency [score 1]

OR Local scores:

- links to 3 other agencies [score 3]
- links to 2 other agencies [score 2]
- links to 1 other agency [score 1]

Service levels/standards

- Very high: Service levels and/or standards are in place and are defined by legislation, strategy or industry standard [score 3]
- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement [score 2]
- Medium: Service levels and/or standards are in place however are not defined [score 1]
- Low: Service levels and/or standards are not in place [score 0]

Other providers in the market

- Very high: there are currently multiple providers who provide a similar/comparable service within our council area [score 0]
- High: there are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area [score 1]
- Medium: other providers exist in our council area however service provision is sufficiently different [score 2]
- Low: no other providers exist [score 3]

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Community, Culture and Libraries Resource Prioritisation 2021–22

Standard **scheduling criteria** used were:

- timing imperative (yes/no - date)

- external funds/resources (value/availability)

- activity implementation phase (completes activity, completes activity stage, initiates new activity)

- activity management stage (assessment, planning and design, implementation)

- rolling replacement program.

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CWMS Resource Prioritisation 2021–22

Responsible Director: Kirk Richardson

Responsible officer/driver: Luke Seidel, Commercial Officer

Responsible officer/co-driver: Julian James, Commercial Officer

Description of contents and subcategories

The CWMS Resource Prioritisation document is the template/guideline for preparing a strong commercial business case for the generation and maintenance of network revenue. It is noted that council's network operator TRILITY Onkaparinga Pty Ltd (TRILITY) primarily determines the capital project priorities each year which will be implemented in discussion between them and the City of Onkaparinga regarding relative priorities. All other CWMS projects proposed for revenue generation or cost reduction purposes should be assessed using this framework.

This category includes revenue received from the amalgamated seven (7) CWMS schemes by way of an annual service charge levied on all residential and commercial properties serviced by the CWMS systems.

It also includes contributions toward the capital infrastructure of the schemes levied on all new connections to the CWMS network.

The expenditure includes the operation and maintenance of the schemes, with the balance of revenue received after operations and maintenance costs being attributed to a CWMS reserve fund for the future capital replacement or expansion of the infrastructure.

This CWMS Resource Prioritisation document details the evaluation criteria that is used to score and allocate project and capital works (PCW) for CWMS assets.

Under the *Local Government Act 1999*, revenue received from CWMS charges (excluding the Return on Asset component) can only be expended upon the provision of the CWMS service.

Additional exclusions are:

- privately funded CWMS network extensions and modifications
- network modifications funded outside of PCW in response to regulatory obligations and/or in response to commercial opportunities.

These would be the subject of separate considerations and potentially different funding models. However, the principles of this Resource Prioritisation document would still apply.

Council claims a Return on Asset through its full cost recovery pricing for its CWMS service, as required under financial regulations – which is then rebated back to CWMS customers through the Annual CWMS Service Charge (subject to annual review and Council approval).

Strategies, policies and relevant studies

The management of our built and natural assets to minimise risks to public and environmental health is the primary context in which CWMS operates.

Strategic direction setting occurs through undertaking or advocating improved community wastewater management and to review asset management practices and options.

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

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CWMS Resource Prioritisation 2021–22

Pending Council endorsement the Corporate Asset Management Plan will be replaced with the Strategic Asset Management Plan which will also contain a service level summary for each asset class.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our city is a great place to live
- Our economy benefits everyone
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Other Relevant Council Strategies and Policies

- Community Wastewater Management Systems Asset Management Plan

  The Community Wastewater Management System (CWMS) Asset Management Plan was adopted by Council in December 2009.

  The Asset Management Plan for CWMS identifies that we will:

  – effectively manage the investment in all of the CWMS networks

  – demonstrate strategic asset management of the overall CWMS network and implementation of whole of life strategies

  – monitor compliance with levels of service and regulatory and legislative requirements

  – manage corporate risks and risk of asset failure

  – manage continuous improvement processes for asset systems, processes and data.

- Legislative requirements

  The provision of CWMS services operates in a legislated environment with overarching economic and consumer protection oversight provided by the Essential Services Commission of South Australia. Council will continue to develop its governance and decision making practices to ensure that they are open, accountable and compliant. Other relevant legislation in relation to the operation of the CWMS includes:

  – environmental compliance under the *Environment Protection Act 1993*

  – public health protection under the *SA Public Health Act 2012*

  – provision of the CWMS service under the *Local Government Act 1999*

  – Requirements of the *Water Industry Act 2012* and associated guidelines regulations and codes

  – any other associated regulations, codes and management guidelines relevant to the ownership, operation and management of a CWMS noting that the regulatory environment around the management of a licensed water industry entity has been progressively evolving in recent years since the inception of the *Water Industry Act 2012*.

- Contractual obligations

  The management of the CWMS is managed contractually under an Operation and Management Agreement with TRILITY (as varied from time to time).

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Other relevant studies include:

- Local Government Association – Code for establishing and applying property units as a factor for the imposition of annual service charges for Community Wastewater Management Systems.

- Outcomes of other studies and investigations that may occur from time-to-time.

Council's role

Council has a role as an owner/custodian and service provider with regard to the CWMS systems in addition to its contractual obligations pursuant to its Operation and Management Agreement with TRILITY.

Those obligations may include:

- Responding to regulatory obligations including the *Water Industry Act 2012, SA Public Health Act 2011* and *Environment Protection Act 1993*

- Fulfilling asset management requirements to ensure that the system remains in place for current and future generations

- Attending to known risks identified through operational management and/or day-to-day system operation.

Key inputs into identifying activities to be considered for funding include:

- Studies and recommendations

- Day-to-day operational management information

- Known risks

- Regulatory responsibilities

- Asset Management Planning

- Economic development initiatives

- Residential, Commercial and Industrial development applications.

Trility Asset Management

As Council's operator, TRILITY is responsible for the forward capital works planning across the CWMS. For 2021–22 all PCW activities will be prioritised in line with the TRILITY Repair and Replacement program (TRILITY R&R) which is a rolling 5 year program (reviewed an updated annually) that considers the aforementioned inputs and prioritises them based on:

- activity level on the asset

- a whole of life model for asset management

- if the requirement to carry out work is a high, medium or low level priority (risk based assessment).

Sustainability and Growth Assessment

This section is intended as an additional guide for decision making on any non TRILITY derived projects that may also be selected for consideration.

Should there be adequate funds available outside of the TRILITY R&R program then investments for financial return and/or cost reduction may also be considered under this Resource Prioritisation document. In addition large scale projects may be considered using the criteria provided here but may consider additional sources of financing beyond the current year reserve balance.

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For such projects (as identified from sources other than the TRILITY R&R program), the commercial analysis methods from the Commercial Resource Prioritisation document will apply.

Service levels/standards

Ideally in the case of product selections or new asset investments, the outcome will be closely aligned to our business plan or as a proxy - industry standards, legislation or other sources. This is about making sure we make investments that are appropriate to the enterprises we are operating.

The key here is to consider whether we are selecting the right qualities in a project. For example, does the business plan asses what a service level should be, are we picking the right product and/or does the project align to common or agreed practice. This information is useful for asset management type considerations such as network expansion. If a documented service level is not in place (although unlikely for CWMS) then one should be created to provide a benchmark with which to test/manage value for money and risk.

Preference will be given to projects that can demonstrate a high degree of alignment.

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy, industry standard or other objective measure

- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement

- Medium: Service Levels and/or standards are in place however are not defined

- Low: Service Levels and/or standards are not in place.

Market Position

Another key aspect of commercial operation is market position.
The security of our revenue is derived from occupying a place in the market we can hold with competition. Our approach may be to differentiate ourselves, provide a low cost option or both. In some situations we may be the only provider in which case we are providing a niche product/service.

It is essential to value creation that we do not over or under invest in this position, our offering should make sense to and satisfy the customers we are serving. The investment to be assessed here needs to be justified by it clearly reflecting our actual or desired position in the market.

Given CWMS typically occupies a monopoly position these factors may not influence its commercial investments. However, the Resource Prioritisation document maintains the option to explore these factors in any business case should they become relevant.

Key pressures driving investment could come from other providers expanding into local un-serviced areas or from suppliers exerting influence.

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For example:

A network extension where more than one operator provide the service becomes feasible: The need to invest may be:

- Very High: There are currently multiple providers who could provide a similar/comparable service and operate within the region – High need to lead market offering (e.g. medium to large scale commercial network expansion)

- High: There are currently multiple providers who could provide a similar/comparable service however these are within the greater metropolitan area - moderate need lead market offering (e.g. medium scale commercial network expansion).

- Medium: Other providers exist however their service provision is sufficiently different - possibly lead market offering (e.g. small scale to incremental network expansion)

- Low: No other providers exist - maintain market offering and manage cost (e.g. incremental network expansion only).

Scheduling priority projects

Finally any non TRILITY derived projects should have given consideration to the following potential risks and opportunities as additional drivers of value/loss.

- Timing imperative (yes/no - date)

- External funds/resources (value/availability)

- Activity implementation phase (completes activity, completes activity stage, initiates new activity)

- Activity management stage (assessment, planning and design, implementation).

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Economic Growth, Investment Attraction, Tourism and Tier 1 Events

Responsible Director: Julia Grant

Responsible officers/driver: Johanna Bennett, Acting Manager Economic Growth and Tourism

Responsible officers/co-driver: Viv Collins, Acting Team Leader Investment Attraction and Tourism

Description of contents and subcategories

This category caters for projects and programmes designed specifically to enhance the economic prosperity of our region through job creation, employment sustainability and skills growth; building business innovation and capacity; export growth, investment attraction; and growing tourism and Tier 1 events.

The category seeks to support the following initiatives and opportunities:

- Community Plan 2030: People – Place – Prosperity

- City of Onkaparinga Tourism Strategic Plan 2019–23

- Economic growth, investment attraction, business support and increasing local business capability through the ON Business Partner Program

- Attracting Tier 1 events targeted at national and international visitation and yield.

This category incorporates three subcategories which reflect the focus areas in delivering economic objectives of Community Plan 2030:

- Economic growth and investment attraction

- Tourism

- Tier 1 events.

Strategies, policies and relevant studies

Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our city is a great place to live

- Our economy benefits everyone.

Relevant Council strategies and policies:

- Council Policy principles are contained in Community Plan 2030 and are further refined in relevant supporting strategies (including strategic management plans).

Other relevant studies, strategies or plans include:

State

- Growth State, Our Plan for Prosperity and nine priority sector plans

- South Australian Tourism Commission South Australian Visitor Economy Sector Plan (2030)

- South Australian Regional Visitor Strategy 2018 (Fleurieu Peninsula priorities)

Regional

- Fleurieu Peninsula Tourism Annual Business Plan

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Economic Growth, Investment Attraction, Tourism and Tier 1 Events

Local

- City of Onkaparinga Tourism Strategic Plan 2019–23
- City of Onkaparinga Development Plan
- City of Onkaparinga Arts and Culture
- City of Onkaparinga Trails and Cycling Strategic Management Plan
- City of Onkaparinga Community Capacity.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with Community Plan 2030 objectives

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Service levels/standards

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]
- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]
- Medium: Service Levels and/or standards are in place however are not defined   [score 1]
- Low: Service Levels and/or standards are not in place   [score 0]

Other providers in the market

- Very High: There are currently multiple providers who provide a similar/comparable service within our council area   [score 0]
- High: There are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area   [score 1]
- Medium: Other providers exist in our council area however service provision is sufficiently different   [score 2]
- Low: No other providers exist   [score 3]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the activity.

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Economic Growth, Investment Attraction, Tourism and Tier 1 Events

The relevant **unweighted** criteria are as follows:

Economic benefit (all subcategories)

Activities will be rated against the potential positive economic impact for Onkaparinga and/or business which will be determined by alignment to our strategic economic objectives or where applicable, assessed through Spendmapp or id.profile economic modelling:

- high: identified key priority or economic impact >$5m or >30 additional FTE employment activity generated   [score 3]

- medium: specific alignment to or economic impact between $2m-$5m or 11-29 additional FTE employment activity generated   [score 2]

- low: contribution to or economic impact between $1-2m or 5-10 additional FTE employment activity generated   [score 1]

Stakeholder participation (all subcategories)

The level of engagement and stakeholder participation required to deliver the activity to maximise the economic benefit to our city.

- high: international or national   [score 3]

- medium: state or regional   [score 2]

- low: City of Onkaparinga   [score 1]

Financial implication (all subcategories)

Activities will be rated against the level of investment required by the City of Onkaparinga against the total cost of the activity versus other funding sources.

- high: <25% investment required by City of Onkaparinga   [score 3]

- medium: between 26% and 50% investment required by City of Onkaparinga   [score 2]

- low: between 51% and 85% investment required by City of Onkaparinga   [score 1]

Dispersal of benefit (all subcategories)

Activities will be rated against the dispersal impact across the City of Onkaparinga.

- high: benefits will be city wide   [score 3]

- medium: benefits will be dispersed across parts of the city   [score 2]

- low: benefits will be localised to one suburb or township   [score 1]

Economic Growth and Investment Attraction subcategory

Seeks to support the following key economic growth and investment attraction initiatives and opportunities:

- Place and business activation

- Business support and capability building

- Export growth

- Investment attraction

- Buy local

- Leadership, innovation and entrepreneurship

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Economic Growth, Investment Attraction, Tourism and Tier 1 Events

- Workforce development including apprenticeships and training

- Optimisation of commercial/industrial land and precincts

Activities will be measured as follows:

- high: key result area identified in the strategy and supporting action plan   [score 3]

- medium: not identified in the strategy or action plan and an activity offering multiple benefits and outcomes across the city   [score 2]

- low: not identified in the strategy or action plan and an activity offering limited benefits and outcomes   [score 1]

Tourism subcategory

Activities will be measured by the level alignment with the Tourism Strategic Plan 2019–23

- high: delivers on four or more strategic directions   [score 3]

- medium: delivers on three strategic directions   [score 2]

- low: delivers on two strategic directions   [score 1]

Tier 1 events subcategory

Activities will be measured by the level in which major events attract visitors to our City (e.g. international, national, state and regional) and the positive impact on our local economy by increasing overnight stays and visitor spend, whilst aligning with the City's tourism brand strengths (e.g. food, wine, coast, villages).

- high: international or national events which enable national promotion to showcase and build awareness of our city's lifestyle and experiences   [score 3]

- medium: state events which enable national or state promotion to showcase and build awareness of our city's lifestyle and experiences   [score 2]

- low: regional events which enable state and regional promotion to showcase and build awareness of our city's lifestyle and experiences   [score 1]

Standard **scheduling criteria** used include:

- timing imperative (yes/no - date)

- external funds/resources (value/availability)

- activity implementation phase (completes activity, completes activity stage, initiates new activity)

- activity management stage (assessment, planning and design, implementation)

- rolling replacement program.

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Environmental Activities Resource Prioritisation 2021–22

Responsible Director: Julia Grant

Responsible officer/driver: Jenni McGlennon, Sustainability Coordinator

Responsible officer/co-driver: Ben Moulton, Senior Nature Conservation Officer

Description of contents and subcategories

This category contains activities relating to the protection or enhancement of the environment, defined under the following sub categories:

Corporate environmental activities

A focus on corporate environmental performance and risk.

Activities include management planning, development of information, research and systems.

Environmental sustainability and climate change

Environmental performance across our city, community education and engagement.

Activities include the Sustainable Onkaparinga program, the regional Resilient South program, the planning and measurement of the Greening Onkaparinga program, strategic coastal studies and adaptation planning, and work alongside the Landscape boards.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our city is green and inviting
- Our city is a great place to live
- Our region's natural environment is thriving

Relevant Council strategies and policies:

- Green City Strategic Management Plan 2017–22
- Resilient South Regional Climate Change Plan (under review)
- Tree Management Plan

Relevant legislation includes:

- The *Landscape South Australia Act 2019* establishes natural resource management arrangements across the state, with the City of Onkaparinga within the jurisdiction of Green Adelaide and the Hills and Fleurieu Landscape Board.
- The *Climate Change and Greenhouse Emissions Reduction Act 2007* establishes renewable energy and emissions reduction targets and enables sector agreements with local government.
- The *Environment Protection Act 1993* establishes the minimum standards for pollution prevention in South Australia.
- *Local Nuisance and Litter Control Act 2016* formalises the role of local government in managing local nuisance issues such as noise, odour, unsanitary conditions and litter including illegal dumping.

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Environmental Activities Resource Prioritisation 2021–22

- *Dangerous Substances Act 1979* and Regulations 2002 which regulates the safe disposal and transport of dangerous goods.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with Onkaparinga 2035 objectives

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]

- Identified as an action in a Strategic/Action Plan   [score 2]

- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist which compares the current situation (no action) with the risks associated with undertaking the activity.

Relative need – environmental benefit

For all activities rate need according to the impact of taking no action and environmental value of the site or system.

- high need   [score 3]

- medium need   [score 2]

- low need   [score 1]

Stakeholder/community expectations

Assessed based on community expectations that this activity will be delivered and any prior community involvement.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this activity will be delivered   [score 3]

- high: actively engaged local community involvement with high expectation that this activity will be delivered however a formal community engagement process has not been undertaken [score 2]

- medium: local community is not especially active in its involvement   [score 1]

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Environmental Activities Resource Prioritisation 2021–22

Cost/benefit ratio

Assessment includes consideration of the environmental value of the activity relative to its financial cost (over the life of the activity).

- Assessment of costs to include consideration of potential future costs should no action be taken in the short term.

- high: high environmental value relative to cost [score 3]

- medium: medium environmental value relative to cost [score 2]

- low: low environmental benefit relative to cost [score 1]

Other – integrating sustainability principles/innovation (internal)

This criteria assesses the capacity of an activity to integrate sustainability principles and objectives into council services and activities through a pilot project/trial or innovation.

- highly innovative idea with the potential for significant influence and significant positive environmental impact [score 4]

- innovative idea with the potential for medium influence and medium positive environmental impact [score 3]

- tested idea with the potential to influence and create a positive environmental impact [score 2]

- shows potential for some influence and environmental impact [score 1]

Other – supporting community engagement and behaviour change (external)

- This criteria assesses the capacity of an activity to influence and support behaviour change in the community.

- high: significant influence and significant positive environmental impact [score 3]

- medium: medium influence and medium positive environmental impact [score 2]

- low: low influence and low environmental impact [score 1]

Other – Valuing Natural Assets

- Does the activity increase community awareness and/or understanding about a significant natural area, if yes: [score 1]

Service levels/standards

- very high: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard [score 3]

- high: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement [score 2]

- medium: Service Levels and/or standards are in place however are not defined [score 1]

- low: Service Levels and/or standards are not in place [score 0]

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Environmental Activities Resource Prioritisation 2021–22

Other providers in the market

- very high: There are currently multiple providers who provide a similar/comparable service within our council area   [score 0]

- high: There are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area   [score 1]

- medium: Other providers exist in our council area however service provision is sufficiently different   [score 2]

- low: No other providers exist   [score 3]

Standard **scheduling criteria** used are:

- timing imperative (yes/no)

- external funds/resources (value/availability)

- activity implementation phase/completes activity, completes activity stage

- initiates new activity

- activity management (assessment, planning and design implementation)

- rolling replacement program.

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Organisational Response Innovation and Improvement Resource Prioritisation 2021–22

Responsible Directors: Chris White, Julia Grant

Responsible officer/driver: Bobbie Jean Stevens, Manager Communication and Engagement

Responsible officers/drivers: Brian Strawbridge, Manager ICT

Description of contents and subcategories

This category comprises projects and programmes aimed at developing and supporting staff in performing their roles, delivering outcomes efficiently and effectively and challenging the status quo. These are broken down into the following sub-categories:

Information and Communication Technology (ICT) hardware and software development

This sub-category provides funding for:

- the maintenance/renewal of IT hardware assets that need replacement in order to further the organisations strategic ICT needs
- the implementation of ICT infrastructure/hardware that will enable better performance of business systems
- initiatives to;
  - rationalise software systems, or
  - develop and implement systems to improve the organisation's capacity to respond to customer needs, or
  - improved information asset management, or
  - integrate or introduce systems to improve performance and functionality.

Innovation and improvement

This sub-category is funded through the Innovation and Improvement reserve and provides funding for to explore and where appropriate deliver:

changes to existing products that provide efficiency and effectiveness targeting both internal and external service provision alternate and innovative approaches to the way we work and deliver outcomes.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving

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Organisational Response Innovation and Improvement Resource Prioritisation 2021–22

- Our communities trust council to deliver

- Our ratepayers receive strong returns for their rates.

Relevant administration strategies and policies:

- Corporate Plan

- Re-imagining Local Government that includes the following objectives

- safe and sustainable workplaces

- engaged and supportive staff

- responsible spending

- reducing debt and increasing income

- efficiency and innovation

- great customer experiences.

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]

- Identified as an action in a Strategic/Action Plan   [score 2]

- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the activity.

Volume/no. of users or potential users

Volume/number of users benefiting as a percentage of available audience

- high: number of users > 65%   [score 3]

- medium: number of users 35% - 65%   [score 2]

- low: number of users < 35%   [score 1]

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Organisational Response Innovation and Improvement Resource Prioritisation 2021–22

Relative need

Relative need is based on the impact of the activity in enabling the organisation to meet required service levels. The criteria reviews whether the project addresses a clear gap in service provision or whether needs are already being met in a partial or more complete manner.

- high: essential for the delivery of a service or delivery of another activity [score 3]
- medium: desirable for the delivery of the service or delivery of another activity [score 2]
- low: alternative delivery available for service [score 1]

Cost/benefit ratio

Return on investment (ROI) is calculated for activities included within the Innovation and improvement sub category only.

- high: ROI is < 2 years [score 3]
- medium: ROI is 2 – 5 years [score 2]
- low: ROI is > 5 years [score 1]

Stakeholders/community expectations

This criteria is a measure of the proposed activities' profile within the community/across the organisation, or of issues directly related to the activity. Assessed in accordance with standard rating based on the community/organisational expectations that this activity will be delivered.

- very high: actively engaged local community/organisation involvement through a formal community/organisation engagement process with high expectation that this activity will be delivered [score 3]
- high: actively engaged local community/organisation involvement with high expectation that this activity will be delivered however a formal community/organisation engagement process has not been undertaken [score 2]
- medium: local community/organisation is not especially active in its involvement [score 1]
- low: local community/organisation has no level of interest in involvement [score 0]

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Organisational Response Innovation and Improvement Resource Prioritisation 2021–22

Service levels/standards

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]
- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]
- Medium: Service Levels and/or standards are in place however are not defined   [score 1]
- Low: Service Levels and/or standards are not in place   [score 0]

Other providers in the market

- Very High: There are currently multiple providers who provide a similar/comparable service within our council area   [score 0]
- High: There are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area   [score 1]
- Medium: Other providers exist in our council area however service provision is sufficiently different   [score 2]
- Low: No other providers exist   [score 3]

Standard **scheduling criteria** used are:

- timing imperative (yes/no - date)
- external funds/resources (value/availability)
- project implementation phase (completes project, completes project stage, initiates new project)
- project management stage (assessment, planning and design, implementation)
- rolling replacement program(yes/no).

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Placemaking Resource Prioritisation 2021–22

Responsible Director: Kirk Richardson

Responsible officer: Matt Buckell, Manager Construction and Projects

Responsible driver/co-driver: Keith Davis, Team Leader Projects and Susan Manchip, Project Leader

Description of contents and subcategories

This category caters for activities designed specifically to enhance public space (visual and social), contribute to the desired future character of an area, promote economic development and manage and respond to urban development. This category prioritises the enhancement of public spaces (other than parks and reserves) in identified centres, growth areas, streetscapes and townships. Specific priorities will continue to be informed by planning for strategic projects as identified in the Community Plan 2035, relevant Strategic Plans as well as other strategic planning.

We will continue to focus on planning, design and implementation of strategic activities identified in the Community Plan 2035 and Council's strategic framework including Strategic Plans and master planning.

The category seeks to support the following initiatives:

- priority growth areas including Noarlunga Regional Centre, Seaford District Centre and Aldinga District Centre
- key urban regeneration including Christie Downs
- main street projects
- township upgrades
- coastal nodes
- precinct master plans
- PLEC (Power Line Environment Committee) and related streetscape improvements
- industrial enhancement projects
- local heritage initiatives
- gateways
- development and implementation of place management and activation programs as supported by the Placemaking Strategy.

Funding will also support preliminary planning, investigations and design relating to the above focus areas.

The placemaking category will continue to support social and economic benefit through an integrated placemaking approach, delivering high quality public spaces that are activated through programming.

Sub-categories:

1. Strategic City-Wide

Many of these strategic initiatives have city-wide significance where total program of works is greater than approximately $1 million.

Incorporating a combination of landscaping (street trees and other plantings), civil infrastructure (footpath treatments, kerbing etc.), street furniture (bollards, banners, seats, fencing, etc.), art and entry statements, will assist in the achieving a style that contributes to the character and amenity of the area.

Priority Strategic City-Wide projects may also be supported with activation programs in line with Council's Placemaking Strategy.

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Placemaking Resource Prioritisation 2021–22

2. Local

The sub-category caters for discrete, defined local streetscape and local precinct projects (incorporating street trees, landscaping, footpaths, minor traffic management treatments and gateways).

To qualify for funding in this category a project should relate to at least one of the initiatives outlined above and not include works that are better aligned to other infrastructure funding categories, should be undertaken as part of council's normal maintenance programs, or fit within the Major Projects criteria.

3. Budget allocation

The Placemaking Category budget will fund one local project each year to a value not exceeding approximately 20 per cent of the total category budget.

This ensures delivery of local scale placemaking improvements whilst prioritising a greater proportion of funding toward larger projects that have city wide impact and benefit.

There will be some flexibility in this allocation to optimise project outcomes.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Relevant Council strategies, policies and guidelines:

- City of Onkaparinga Placemaking Strategy and Action Plan (2014)
- City of Onkaparinga Seaford District Centre SMP and Action Plan (2014).
- City of Onkaparinga Aldinga District Centre Development Concept (2014)
- City of Onkaparinga Christie Downs 20 Year Strategic Management Plan (2015) and revised Action Plan (2017)
- City of Onkaparinga Noarlunga Regional Centre Revitalisation (2015)
- City of Onkaparinga Green Cities SMP (2017)
- City of Onkaparinga Open Space Strategic Management Plan (2017)
- City of Onkaparinga Street Design Guidelines (2015)

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- City of Onkaparinga Open Space Style Guide (2012)
- City of Onkaparinga Development Plan
- City of Onkaparinga Suburb Improvement Program Review (2019)
- City of Onkaparinga Coast Park Plan 2019.

Other relevant studies include:

- The 30-Year Plan for Greater Adelaide (2017 update)
- Planning SA's Adelaide Metropolitan Coast Park Concept Plan (2001).

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with Onkaparinga 2035 objectives

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance) key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Risk exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the project or capital works.

Risk is assessed against environment, public safety, socio-political and business impact.

Stakeholder and/or community expectations

Assessed in accordance with standard rating based on community expectations the activity will be delivered. This includes consideration of the relative activity scope and the communities that will be affected.

- very high: actively engaged local community involvement through a formal community engagement process with very high expectation that this activity will be delivered   [score 3]
- high: actively engaged local community involvement with high expectation that this activity will be delivered however a formal community engagement process has not been undertaken   [score 2]
- medium: local community is not especially active in its involvement   [score 1]
- low: local community has no level of interest in involvement   [score 0]

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Cost/benefit ratio

Although a relatively subjective and qualitative assessment, endeavours will be made to assess the relationship between activity costs and the potential benefits. Benefits include social (amenity), economic development, environmental and public safety.

- high benefits in relation to cost   [score 3]
- moderate benefits in relation to cost   [score 2]
- low benefits in relation to cost   [score 1]

Volume/number of users or potential users (city-wide and local sub-categories only)

Subjective assessment of the potential for the:

- streetscape or improvements to attract more visitors/businesses to the enhanced area
- industrial enhancement projects to attract additional commercial activity and/or investment
- gateways to announce the City's 'points of difference'.

City-wide scores:

Projects will be scored using two scales: a. annual estimated average daily traffic (AADT) volumes and b. their potential to attract additional investment attraction/visitations or announce the City's 'points of difference'.

a. Traffic volumes:

- AADT > 3,001   [score 3]
- AADT between 1,501 and 3,000   [score 2]
- AADT < 1,500   [score 1]

b. Investment attraction/visitations

- significant potential increase in investment/visitations   [score 3]
- moderate potential increase in investment/visitations   [score 2]
- low potential increase in investment/visitations   [score 1]

The aggregate score from the two scales will be adopted as the final citywide score as follows:

- aggregate score of 5 - 6   [score 3]
- aggregate score of 3 – 4   [score 2]
- aggregate score of 1 – 2   [score 1]

Local scores:

Projects will be scored on a. annual average estimated daily traffic (AADT) volumes and b. the degree to which amenity is increased.

a. Traffic volumes:

- AADT >501   [score 3]
- AADT 101 – 500   [score 2]
- AADT <101   [score 1]

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b. Amenity (beautification and improvements)

- significant potential increase in amenity impacting on a large number of properties   [score 3]

- moderate potential increase in amenity impacting on a moderate number of properties [score 2]

- low potential increase in amenity impacting on a small number of properties   [score 1]

The aggregate score from the two scales will be adopted as the final local score as follows:

- aggregate score of 5 - 6   [score 3]

- aggregate score of 3 – 4   [score 2]

- aggregate score of 1 – 2   [score 1]

Locational importance (city-wide and local sub-categories only)

Initiatives will be scored on their locational significance. If relevant, initiatives can be scored on multiple location criteria (e.g. coastal and built heritage). The highest score will be used as the final score.

City-wide scores:

Coastal (Ranked in line with Adelaide Metropolitan Coast Park Concept Plan nodal hierarchy) OR regional or district centre/ strategically important location:

- principal node   [score 3]

- major node   [score 2]

- local node   [score 1]

Tourism:

- state and national importance (e.g. McLaren Vale)   [score 3]

- regional importance (e.g. Willunga)   [score 2]

- local importance (e.g. Kangarilla)   [score 1]

Industrial:

- state and national importance (eg Lonsdale)   [score 3]

- regional importance (eg Hackham, Seaford, Woodcroft, Aldinga, McLaren Vale)   [score 2]

- local importance (eg Willunga, Aldinga)   [score 1]

Cultural heritage (indigenous and/or European, therefore includes rural townships):

- city-wide significance and beyond   [score 3]

- significance restricted to the City at a district level   [score 2]

- local significance   [score 1]

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Local scores:

Local streetscape projects will be scored in accordance with their linkages with the 'centres' hierarchy (Regional, District, Neighbourhood, Local) as defined in the City of Onkaparinga Development Plan and other strategically important locations such as those nominated through the Activity Centres Review 2014–19 or other strategic planning.

- linkage to a Regional or District level activity centre, school, community facility, Esplanade OR major tourist route OR located within a local heritage precinct   [score 3]
- linkage to a Neighbourhood Centre or minor tourist route   [score 2]
- linkage to a local centre.   [score 1]

Service levels/standards

- Very High: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard   [score 3]
- High: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement   [score 2]
- Medium: Service Levels and/or standards are in place however are not defined   [score 1]
- Low: Service Levels and/or standards are not in place.   [score 0]

Other providers in the market

- Very High: There are currently multiple providers who provide a similar/comparable service within our council area   [score 0]
- High: There are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area   [score 1]
- Medium: Other providers exist in our council area however service provision is sufficiently different   [score 2]
- Low: No other providers exist   [score 3]

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Strategic Planning Resource Prioritisation 2021–22

Responsible Director: Julia Grant

Responsible officer/driver: Ynys Onsman, Manager Strategy and Sustainability

Responsible officer/co-driver: Ben Calder, Senior Strategic Planner

Description of contents and subcategories

This category comprises projects and programmes that are strategic in nature and provide direction and action for council's other projects and programs. The development of these activities requires a multi-disciplinary cross-organisational approach and seeks to achieve a range of outcomes.

The category comprises the following subcategories:

Land use planning – projects

This includes Development Plan Amendment reports, suburb master plans and planning associated developments.

Local site specific planning for open space and recreation facilities will be primarily funded via the Open Space and Recreation categories respectively. However planning for regionally significant sites, addressing multiple issues and stakeholders, may be funded via the Strategic Planning category.

Strategies and research – projects

This includes the delivery and review of the Council's Strategic/Action Plans (per s122 of the *Local Government Act 1999*), comprising the Community plan and supporting Strategic/Action Plans, studies, research and analysis.

Strategies, policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are connected, engaged and resilient
- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Activities in this category should contribute to multiple Community Plan key result areas.

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Strategic Planning Resource Prioritisation 2021–22

Prioritising criteria

Based on direction from the above sources the prioritisation criteria for these categories are:

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance), key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Via scoring in the Prioritisation Database there are a number of outcome criteria under each of the plan's eight key result areas. Project bids that meet more outcome criteria, across more key result areas, will score closer to the maximum.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]

- Identified as an action in a Strategic/Action Plan   [score 2]

- Not identified in any of the above   [score 0]

Risk Exposure

Risk exposure is assessed in accordance with the standard rating process and checklist that compares the current situation (no action) with the risks associated with undertaking the activity.

The relevant **unweighted** criteria are as follows:

Volume/number of users or potential users

This criteria reviews the number of residents and other stakeholders benefiting from the activity.

Differentiate activities according to local or citywide status and then apply the criteria within the sub-categories.

Citywide scores:

- high: affecting over two-thirds of the City's population and/or (for projects with a significant external focus) a similar number of external users   [score 3]

- medium: affecting between one and two-thirds of the City's population and/or (for projects with a significant external focus) a similar number of other external users [score 2]

- low: affecting under a third of Council population and/or (for projects with a significant external focus) a similar number of other external users   [score 1]

Local scores:

- high: catchment of more than three suburbs   [score 3]

- medium: catchment of two to three suburbs   [score 2]

- low: catchment generally contained within a single suburb   [score 1]

Relative need

This criteria reviews whether the activity addresses a clear gap in service provision or whether needs are already being met in a partial or more complete manner, differentiates activities according to local or citywide status and then applies the criteria within the sub-categories.

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Strategic Planning Resource Prioritisation 2021–22

Citywide scores:

- high: need identified and not being met, with no endorsed plan of action
  or feasible alternatives [score 3]

- medium: identified needs being poorly met by current situation or past initiatives [score 2]

- low: identified needs being partially or well-met by current or past initiatives and/or
  having an endorsed and resourced plan of action [score 1]

Local scores:

- high: need not currently catered for, limited feasible alternatives and/or limited
  proximity to similar initiatives [score 3]

- medium: need poorly catered for, some alternatives available, and/or some
  proximity to similar initiatives [score 2]

- low: need partially or fully catered for, alternative readily available and/or
  close proximity to similar initiatives [score 1]

Stakeholder and/or community expectations

This criteria is a measure of the proposed activities' profile within the community, or of issues directly related to the project.

Assessed in accordance with standard rating based on the community expectations that this activity will be delivered.

- very high: actively engaged local community involvement through a formal community
  engagement process with high expectation that this activity will be delivered [score 3]

- high: actively engaged local community involvement with high expectation that
  this activity will be delivered however a formal community engagement process
  has not been undertaken [score 2]

- medium: local community is not especially active in its involvement [score 1]

- low: local community has no level of interest in involvement [score 0]

Cost/benefit ratio

This criteria reviews the financial cost of the initiative against its benefits (measured in terms of the number of residents affected). Thus activities that cost a lesser amount and benefit more of the community will score higher than costly activities benefiting few.

Differentiate activities according to local or citywide status and then determine the ratio (cost/resident) within the sub-categories.

Citywide:

- high: if the cost of the activity is 50c per resident affected, or less [score 3]

- medium: if the cost of the activity is more than 50c per resident affected, or
  less than $1 per resident affected [score 2]

- low: if the cost of the activity is $1 per resident affected, or more [score 1]

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Local:

- high: if the cost of the activity is $1 per resident affected, or less [score 3]
- medium: if the cost of the activity is more than $1 per resident affected, or less than $2 per resident affected [score 2]
- low: if the cost of the activity is $2 per resident affected, or more [score 1]

Service levels/standards

- very high: Service Levels and/or standards are in place and are defined by legislation, strategy or industry standard [score 3]
- high: Service Levels and/or standards are in place and are defined in a local policy, plan or funding agreement [score 2]
- medium: Service Levels and/or standards are in place however are not defined [score 1]
- low: Service Levels and/or standards are not in place [score 0]

Other providers in the market

- very high: There are currently multiple providers who provide a similar/comparable service within our council area [score 0]
- high: There are currently multiple providers who provide a similar/comparable service however these are within the greater metropolitan area [score 1]
- medium: Other providers exist in our council area however service provision is sufficiently different [score 2]
- low: No other providers exist [score 3]

Standard **scheduling criteria** used are:

- timing imperative (yes/no - date)
- external funds/resources (value/availability)
- activity implementation phase (completes activity, completes activity stage, initiates new activity)
- activity management stage (assessment, planning and design, implementation)
- rolling replacement program.

Draft Resource Prioritisation Documents 2021–22

Water Business Resource Prioritisation 2021–22

Responsible Director: Kirk Richardson

Responsible officer/driver: Julian James, Commercial Officer

Responsible officer/co-driver: Mark Grundy, Operations Officer

Description of contents and subcategories

The Water Business (WB) category provides funding for the five WB schemes:

- Hart Road, Aldinga
- Dalkeith Road, Seaford
- Christie Creek, Morphett Vale
- Byards/Candy Road, Reynella East
- Little Road, Willunga.

The category covers all infrastructure associated with the operation of the WB such as pipework, valving, pump stations and harvesting and storage facilities. As a commercial operation the category also provides for the funding of business expansion and revenue generating opportunities.

The WB Resource Prioritisation document details how we will prioritise projects for this group of assets. All significant asset renewal, replacement and other investment in council's WB should be assessed using this framework.

Strategy and Policies and relevant studies

Our Community Plan 2030 reflects the collective aspirations of our region. It guides Council's decisions about services, assets, programs, advocacy and projects. As such, activities proposed through the resource prioritisation process should contribute to realising the Community Plan 2030 vision across our themes – people, place, prosperity and performance.

Activities in this category should contribute to achieving results in one or more of the following key result areas:

- Our communities are active and healthy
- Our city is green and inviting
- Our city is a great place to live
- Our economy benefits everyone
- Our region's natural environment is thriving
- Our communities trust council to deliver
- Our ratepayers receive strong returns for their rates.

Strategy for allocating funds

It is important that the operation of the WB assets assists Council with meeting its strategic objectives. These strategic objectives may apply from the overarching level of the community plan or be aligned to Community Plan objectives through more detailed strategic, asset management or approved business plans and studies

This Resource Prioritisation document may also recognise initiatives which may not yet be part of a formal plan but are identified as important to the development/sustainability of the WB.

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Water Business Resource Prioritisation 2021–22

Alignment with the Community Plan 2030 outcomes

Alignment with our Community Plan 2030 is assessed by how well the proposed projects and capital works meet the plan's themes (people, place, prosperity, performance), key result areas and outcomes.

Assessing alignment compares the current situation (no action) with the likely results of undertaking the project or capital works and provides a score for alignment to a maximum of 6.

Scoring in the Prioritisation Database relates to several outcome criteria under each of the plan's eight key result areas.

Strategic Plans

Several additional sources are recognised in this document for the purposes of strategic alignment. Evidence that a project bid is aligned to the Community Plan Objectives may also be found in the following sources

Council or departmental strategic plans

There are council strategic documents which sit at a lower level to the Community Plan but may still relate to the WB and investment in it.

Water Business Unit Risk Management Plans and Operational Guidelines (eg Compliance Program; Safety Reliability, Maintenance and Technical Management Plan; and Managed Aquifer recharge Risk Management Plans)

The various management documents identify that we will:

- effectively manage the investment in all of the WB networks
- demonstrate strategic asset management of the overall WB network and implementation of whole of life strategies
- monitor compliance with levels of service and regulatory and legislative requirements
- manage corporate risks and risk of asset failure
- manage continuous improvement processes for asset systems, processes and data.

Legislative requirements

The provision of WB services operate in a specific legislated environment governed by a number of regulatory agencies. Council will continue to develop its related governance and decision making practices around the relevant obligations to ensure that they are open, accountable and comply with legislation in relation to:

- requirements of the *Local Government Act 1999*
- consumer protection, economic and technical regulation the *Water Industry Act 2012*
- environmental and public health under the *Environment Protection Act 1993* and the *SA Public Health Act 2012*
- water resource management under the *Landscape South Australia Act 2019*
- any other associated regulations, codes and management guidelines relevant to the ownership, operation and management of a water utility (noting that the regulatory environment around the management of a licensed water industry entity has been progressively evolving in recent years since the inception of the *Water Industry Act 2012*).

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Water Business Resource Prioritisation 2021–22

Commercial Contracts

WB provides water and environmental services to a range of customers. These arrangements are governed by commercial contracts which place various obligations and responsibilities on council.

Business Intelligence (BI)

BI bids are opportunities that may have been identified by staff, industry comparison, customer or contractor feedback etc, rather than through a conventional business planning process.

The inclusion of BI as a source of project ideas is intended to allow council's investment in the WB to be agile and responsive.

Supported by strategic direction [maximum score 6]

- Identified as a focus outcome in the Community Plan 2030   [score 6]
- Identified as an action in a Strategic/Action Plan   [score 2]
- Not identified in any of the above   [score 0]

Project bids that meet more desired outcomes, across more objectives, will score closer to the maximum.

Unweighted Prioritising criteria

Commercial Assessment Overview

This section provides the remaining unweighted scoring considerations for WB projects. These criteria provide a means of assessing and scoring key business drivers around the following themes:

- Stakeholder - Management of specific risks and obligations.
- Cost Benefit - Maximising value
- Market Position
- Scheduling Imperative.

These criteria are intended to work together to prioritise the allocation of funds to the most important strategic/revenue generating projects and capital works. Where they do not apply to a specific project they should not be scored - thereby providing a natural break to projects which score across more elements and have a higher degree of commerciality.

The following sections expand on and provide the scoring for each theme.

Stakeholder - Management of specific risks and obligations

This section details the assessment of specific obligation-based risks. This is undertaken in addition to the standard PCW risk assessment and provides an elevated priority where there is a specifically identifiable risk or obligation.

Our commercial enterprises are often managed under contracts or have specific regulatory requirements that apply and clearly identify management obligations. If council has a regulatory or contractual obligation to respond to, this should be considered in the prioritisation of a project. Specific risks can be considered in this section with priority/scoring allocated based on <u>not</u> undertaking the project.

The following flow chart provides further guidance when considering the assessment of specific risks and obligations. Risk in this category should be assessed with reference to the City of Onkaparinga's Risk Management framework.

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Water Business Resource Prioritisation 2021–22

Commercial Activity
Risk and obligation assessment flow chart
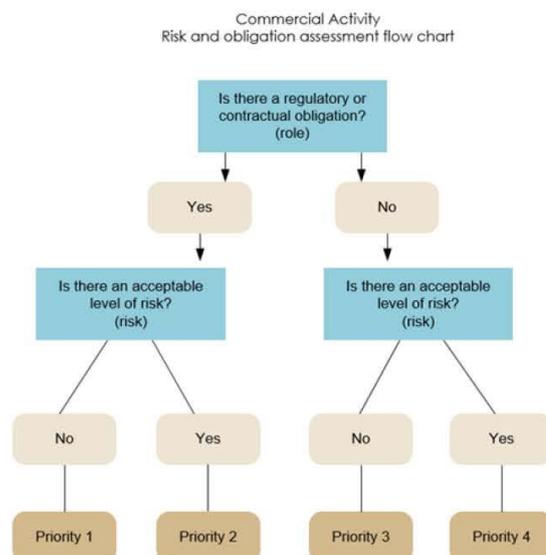
NB: For reference a risk rating (as a result of no action) of very-high or greater is deemed to not be an acceptable level of risk.

Priorities are scored as follows and should be entered in one of the 'volume' scoring sections of the database:

- Priority 1 – score 4
- Priority 2 – score 3
- Priority 3 – score 2
- Priority 4 – score 1

Cost Benefit - Maximising Value

This assessment will be used for projects with reasonably identifiable and recurring cash flows and where multiple options may exist to achieve a similar outcome.

A comparative analysis should be performed using the Net Present Value (NPV) method. This will use Council's cost of capital as the discount rate (4.5% - 2019–20 + an additional risk premium of 1% bringing the discount rate to 5.5% - BRM Holdich) and seek to identify the project with the highest return.

The NPV outputs will be scored as follows:

- NPV > $0 bids will be prioritised based on highest NPV first with a view toward maximising immediate return to Commercial Activity Reserve   [Score 1-8]

  (a score at the upper end to represent an exceptional revenue generating opportunity
  high cash flows with fast early payback or very secure/certain returns).

- NPV < $0 or low in comparison to other options   [Score 0]

NB: Scores for this section should be included in the second 'volume' scoring row of the PCW database.

Where multiple projects are being considered and have different expected lives, the result should be converted to an annuity for comparison (Equivalent Annual Annuity (EAA) method) – the highest return annuity is the preferred option.

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Water Business Resource Prioritisation 2021–22

Market Position

An important aspect of commercial operation is market position – eg position arising from being a preferred provider to a group of customers; the scale/scope of a service and/or importance to suppliers. The security of revenue is closely related to the ability to maintain a sustainable position in the market and where relevant this should be considered when prioritising commercially related investment. The following points may also assist with clarifying the use of this criteria:

- The strategic aim may be to: differentiate a product/service from that of other providers; provide a low cost alternative; or offer a mix both options. Does the proposed investment reinforce the strategic aim?

- In some situations there may only be one service provider in which case this is a niche product/service or monopoly. The aim of an investment may be to maintain, expand or strengthen this position.

- The product/service offering should satisfy the needs of an identifiable group of customers. An investment may be required to maintain or strengthen the business relationship with a group of customers in comparison to other providers.

  NB: Consideration of competitive neutrality obligations may be required when applying this criterion.

Market position priorities are scored as outlined below and should be entered in one of the 'Other' scoring sections of the PCW database.

Note *that only one of the options below can be selected, and scores are not cumulative [maximum score 8].*

- Very High: For example, there are currently multiple providers that could provide a similar/comparable service and operate within the region – There is a high need to lead the market offering (as a further example – consideration of a medium to large scale commercial network expansion to provide coverage to a new suburb or where there is a first mover advantage imperative) [score 5-8]

- High: For example, there are currently multiple providers who could provide a similar/comparable service however these are within the greater metropolitan area but not the immediate area – Moderate need lead market offering (e.g. installing a trunk main to reach a previously unserviced group of customers) [score 3-4]

- Moderate: For example, other providers exist in our council area however their service provision is sufficiently different or not likely to service the same customers - moderate incentive to lead market offering (e.g. small scale to incremental network expansion to reach a small group of customers) [score 1-2]

- Low: For example, no other providers exist - maintain market offering and manage costs (e.g. incremental network management) [score 0]

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Water Business Resource Prioritisation 2021–22

Scheduling Imperative

Finally the development/planning of the project should give consideration to the potential risks and opportunities as additional imperatives to undertake a project.

Priorities are scored as follows and should be entered in one of the 'Other' scoring sections of the database:

- Timing imperative (yes/no – date)
- External funds/resources (value/availability)
- Supports existing activity (e.g. completes activity, completes stage)
- Supports Activity Development (e.g. assessment, planning and design, implementation)
- Monitoring market trends/emerging competition.

Scoring - Note that only one of these options can be selected, they are not cumulative.

Assessment

Assessment is given to the extent to which a project meets the following business drivers;

- Stakeholder - Management of specific risks and obligations.
- Cost Benefit - Maximising value
- Market Position
- Scheduling Imperative.

Scoring

- Meets 3 Drivers – 6 points
- Meets 2 Drivers – 4 points
- Meets 1 Drivers – 2 points
- Meets 0 Drivers – 0 points

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9.8 Quarterly financial update incorporating Budget Review 1

Report contact	**Meeting**
Diane Eckermann, Financial Planning & Analysis Team Leader	Council
8384 0121	
Approving officer	**Date**
Anthony Spartalis, Chief Financial Officer	16 February 2021

1. Purpose

This report provides analysis of our actual financial performance to 31 October 2020 compared to the approved budget, and analysis of the approved budget compared to the forecast budget arising from Budget Review 1.

2. Recommendations

1. **That Council note the Quarterly Financial Update for the period 1 July 2020 – 31 October 2020 provided in this report and attachment 1 to the agenda report, specifically noting the impact of Budget Review 1 for 2020–21.**

2. **That Council adopt the forecast 2020–21 position incorporating Budget Review 1 outcomes as discussed in the agenda report and presented at the Quarterly Financial Update for the period 1 July 2020 - 31 October 2020 (attachment 1 to the agenda report) and the Budgeted Financial Statements (attachment 2 to the agenda report).**

3. Executive summary

This report and Attachment 1 provide analysis of the impacts of Budget Review 1 and other financial decisions made during the quarter on the 2020–21 Budget and our Long Term Financial Plan.

This report also provides commentary in relation to various financial risks arising as a result of changes proposed and already made across the government sector that could significantly impact council's long term financial sustainability and outlines the activities we are currently undertaking to mitigate these.

The financial information included in this report has been generated for the first time through the OneCouncil system. The delay in reporting to Council has been due to the impact of going live early August 2020, the organisational restructure in October 2020 (which required budgets to be reallocated as part of Budget Review 1) and the development of reports to extract and analyse the required information to prepare this and future reports.

4. Background

Community Plan 2030	**people:** connected, engaged, active, healthy
	place: green, inviting, accessible, liveable
	prosperity: economically strong, environmentally thriving
	performance: accountable, efficient, inclusive, sustainable

	This report provides an update on performance against budget and anticipated forecast for 2020-21, thus supporting the performance theme of the Community Plan 2030.
Policy and/or relevant legislation	The *Local Government (Financial Management) Regulations 2011* (the Regulations) specify the number and timing of budget reviews that must be considered by Council following adoption of the budget.
Who did we talk to/who will we be talking to	We worked with the Community, Elected Members and Administration to prepare the 2020–21 Annual Business plans and Budget, adopted by Council at its meeting 7 July 2020.

5. Discussion

At its meeting on 7 July 2020 Council adopted the 2020–21 Budget and in accordance with the Regulations resolved (in part) that:

The budget will be reviewed four times during the financial year for the periods ended:

- *30 September 2020*
- *31 December 2020*
- *31 March 2021*
- *30 June 2021 (as part of our year-end financial processes).*

The financial information included in this report has been generated for the first time through the OneCouncil system. The delay in reporting to Council has been due to the impact of going live early August 2020 and the development of reports to extract and analyse the required information to prepare this and future reports. In addition, the organisational restructure in October 2020 required budgets to be reallocated as part of Budget Review 1, and therefore this report covers the period 1 July 2020 – 31 October 2020, rather than to 30 September 2020.

The report for the period up to 31 January 2021 will be presented to Council at its meeting on 16 March 2021. This ensures that we meet our legislative requirements to review the budget twice between 30 September and 31 May and between 30 November and 15 March present a report showing a revised forecast with estimates presented in a manner consistent with the Model Financial Statements.

At its meeting on 20 October 2020 Council approved the 2019–20 carry forwards to be incorporated into the 2020–21 Budget.

An enhancement to the Capital section of Attachment 1 and 2 to this report includes the split of Renewal and New and Significant Upgrade projects. At this corporate level both actual and budgets are now categorised by the percentage split of each individual project rather than a project being one or the other. This aligns with the way we report capital income and expenditure in our General Purpose Financial Statements. Due to the adoption of this enhancement, there are some minor movements between the classification of Renewal and New and Significant Upgrade.

6. Financial implications

Financial summary

Item	$	Comment
Current budget		
Current budget allocation	$230.8m	Forecast position (operating and capital) for 2020–21 including the Original budget, Carry forwards and Budget Review 1
Funding required	$230.8m	Via revenue received for rates, grants, subsidies, contributions, statutory and user charges, new borrowings, reimbursments and other income.
Budget impact	($2.7m)	Forecast position including Budget review, Operating deficit is $2.7 million, an improvement of $6.4 million compared to the approved budget including Carry Forwards. The end of year deficit has been reduced by the estimated Carry Forwards of $3.2 million and the increase in grant funding predominantly from the LRCI program.

The forecast 2020–21 end of year position includes estimated Carry forwards of $11.5 million included in Budget Review 1 and reflected in Attachment 1 and Attachment 2 (Budgeted Financial Statements).

7. Risk and opportunity management

Risk	
Identify	**Mitigation**
Reputation/community expectation	Mitigation activities in relation to significant financial risks are outlined in this report and its attachments, enabling effective management of financial risks arising as a result of changes proposed and already made across the government sector that could significantly impact Council's long term financial sustainability.
Financial/business sustainability	The financial implications of recommendations to Directors Group, Council or any of Council's sub committees are outlined in each report considered by these bodies. In addition, the financial planning and budgetary process and quarterly budget reviews provide financial analysis for consideration by Council to ensure financial resources are effectively managed in the short, medium and long term to achieve financial sustainability.
Compliance/legal	Future quarterly financial update reports including budget reviews have been scheduled for Council consideration in accordance with Section 9, Review of Budgets, of the Local Government (Financial Management) Regulations 2011.

Opportunity	
Identify	**Maximising the opportunity**
Reputation/community expectation	Opportunity to review the quarterly 2020–21 actual to budget results. Forecast the end of year position and monitor the long term financial sustainability through our KFI's results.

8. Next steps

The next Quarterly Financial update including Budget Review 2 will be reported to Council at its meeting on 16 March 2021.

9. Attachments

Attachment 1 – Quarterly Financial Update for the period 31 October 2020 (23 pages)

Attachment 2 – Budgeted Financial Statements (12 pages)

- END OF REPORT –

Attachment 1

FINANCE

Quarterly Financial Update

As at October 2020

Diane Eckermann
Team Leader Financial Planning and Analysis

Jade Bird
Manager Financial Services

CITY OF
ONKAPARINGA

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EXECUTIVE SUMMARY

Actual Year to Date Performance - Actual to budget variances for the period to 31 October 2020 include the following key items:

- Stimulus funding from the Local Roads and Community Infrastructure Program (LRCI program) - the Australian Government has committed $500 million to the LRCI program to support jobs, business and the resilience of local economies. It recognises local government as the closest tier of government to the community with a critical role in delivering vital services and ensuring the quality of life for communities across Australia.

  Council's funding has included two rounds:

  - Round 1 Program: $2.4 million with the first 50% instalment ($1.2 million) included in Budget Review 1, with corresponding project expenditure.
  - Round 2 Program Extension: Council is set to receive an additional funding allocation of $6.2 million, available from 1 January 2021, with the program being extended until the end of 2021. $3.1 million or 50% of this funding is included in Budget Review 1, with corresponding project expenditure.

2020–21 Forecast Year End Position – The forecast end of year operating position is a deficit of $2.7 million, an improvement of $6.4 million compared to the approved budget including Carry forwards. The end of year deficit has been reduced by the estimated Operating Carry forwards of $3.2 million and the increase in grant funding predominantly from the LRCI program.

The Forecast end of year capital expenditure has been reduced by the estimated Carry forwards of $4 million for Renewal projects and $4.3 million for New and Significant Upgrade projects.

Salary savings of $1.2 million from across the organisation have been recognised as part of Budget Review 1. This represents 44% of the annual target. Ongoing analysis is being undertaken to identify further savings to be addressed in future Budget Reviews.

Finance costs have been reduced by $269,920 due to reduced interest rates.

Budget Review 1 gives rise to a net funding deficit of $74.7k. The $74.7k funding deficit at Budget Review 1 will be transferred from the Contingency Reserve to maintain the budget position unless this can be made up in the remainder of the year. The balance of the Contingency Reserve will be $3.6 million at Budget Review 1, comprising the following:

Project	Allocations from Council resolutions	Transferred (from)/to the Reserve 2020–21	Balance of allocation remaining in the Reserve at BR1
ICT Reform	$6.0m	($4.5m)	-
Aldinga Bay Surf Lifesaving Club replacement	$0.09m	($0.2m)	-
2020-21 Net Original Budget transfers		($0.2m)	-
Budget Review 1		($0.5m)	-
Maintain minimum of approximately 2% of rate revenue to provide the ability to absorb shocks from unforeseen events.			$2.6m
Unallocated funds			$1.0m
Total			**$3.6m**

INTRODUCTION

This document provides an overview of the following:

Actual performance - analysis of our actual financial performance to 31 October 2020 compared to the approved budget

Expected year-end position - analysis of the approved budget compared to the year end forecast at Budget Review 1

Baseline budget - analysis of the impacts of Budget Review 1 and other financial decisions made during the period on the 2020–21 Budget.

Information is provided as follows:

Operating position and capital expenditure summary format – actual performance and the expected year-end position is presented in this format to align better with the financial statements. The Operating Position and Capital Expenditure Summary provides a summary of all of council's income and expenditure (capital, operating and incorporates debt and reserve transfers).

Budgeted financial statements - attachment 2 includes a set of draft actual and forecast financial statements.

Significant financial risks – as requested by the Audit, Risk, Value and Efficiency Committee (ARVEC), significant financial risks that could significantly impact council's long-term financial sustainability are identified and rated, with a summary of the activities currently being undertaken to mitigate these.

Long Term Financial Plan Implications – Council continues to be exposed to various financial risks arising predominantly from changes proposed and already made across the government sector.
We continue to work with the LGA and have been advocating directly on the:

- COVID–19 impacts

- Local Government reform and rate capping

- Housing SA stock transfers to NGO Housing Associations

- *Planning, Development and Infrastructure Act 2016*

- EPA levy increases

- ESCOSA water pricing requirements

- Co-mingled recycling market

- Local Government (Fixed Charges) Amendment Bill 2018

- Valuation of Land (Separate Valuations) Amendment Bill 2018.

ACTUAL VS APPROVED BUDGET AS AT 31 OCTOBER 2020

Table 1 below presents the analysis of actual performance to 31 October 2020 against the approved budget for the same period.. Variances between actual and budget results from either **actual budget variations** (where actual dollar amounts are different to budget) or **timing differences** (where actual spend is now forecast to occur later than originally budgeted however the dollar amount budgeted is unchanged).

Significant variances, greater than +/-$50,000 and +/-5 per cent, are detailed below:

TABLE 1: OPERATING POSITION AND CAPITAL EXPENDITURE SUMMARY (INCORPORATING DEBT AND RESERVE TRANSFERS)

ACTUAL VS APPROVED BUDGET YEAR TO DATE (31 OCTOBER 2020)

$'000	Actual YTD	Approved Budget YTD	Variance Fav/(Unfav) YTD	Variance % YTD	Note	Approved Budget *(BO+BC)	Total committed
Operating Activities							
Income							
Rates revenue	46,032	46,268	(236)	(0.5%)		141,919	
Statutory charges	2,090	1,984	106	5.3%	1	3,548	
User charges	1,982	2,135	(153)	(7.2%)	2	7,643	
Grants, subsidies and contributions	5,293	4,496	797	17.7%	3	18,346	
Investment income	3	19	(16)	(84.2%)		53	
Reimbursements	718	743	(25)	3.4%		1,498	
Other income	396	397	(1)	(0.3%)		850	
Total Income	56,514	56,042	472	0.8%		**173,855**	
Expenditure							
Employee costs	22,572	23,701	1,128	4.8%		69,478	
Contracts	11,311	12,967	1,656	12.8%	4	49,523	
Materials	3,137	2,522	(615)	(24.4%)	5	11,848	
Depreciation	11,755	11,755	0	0.0%		35,265	
Finance costs	944	1,029	85	8.3%	6	3,218	
Other	5,799	6,815	1,016	14.9%	7	13,666	
Total Expenditure	55,517	58,788	3,270	5.56%		**182,996**	
Operating surplus/(deficit)	**996**	**(2,746)**	**3,742**	**136.3%**		**(9,141)**	

*Approved Budget is calculated by: Original Budget (BO) plus Carry Forwards from 2019–20 (BC).

$'000	Actual YTD	Approved Budget YTD	Variance Fav/(Unfav) YTD	Variance % YTD	Note	Approved Budget *(BO+BC)	Total committed
Capital Projects							
Renewal							
Project expenses	5,386	6,060	674	11.1%	8	32,106	
Less:							
Grants, subsidies and contributions	665	88	577	(657.2%)	9	653	
Developer contributions	-	-	-			-	
Other income	678	159	519	326.8%	10	1,066	
Net Renewal Expense	**4,043**	**5,814**	**1,771**	**30.5%**		**30,387**	
New and Significant Upgrades							
Project expenses	4,313	7,336	3,023	41.2%	11	31,948	
Less:							
Grants, subsidies and contributions	1,915	1,206	(120)	(3.8%)		8,262	
Developer contributions	336	249	(90)	(18.0%)	12	2,064	
Other income	-	-	-			-	
Net New and Significant Upgrade Expense	**2,062**	**5,881**	**3,820**	**64.9%**		**21,622**	
Net Capital Project Expense	**6,104**	**11,695**	**5,590**	**47.8%**	**-**	**52,009**	

*Approved Budget is calculated by: Original Budget (BO) plus Carry Forwards from 2019–20 (BC).

$'000	Actual YTD	Approved Budget YTD	Variance Fav/(Unfav) YTD	Variance % YTD	Note	Approved Budget *(BO+BC)	Total committed
Other							
Loans							
Drawdown on loans	-	2,707	2,707	100.0%	13	15,732	
Less:							
Loan principal repayments	6,135	0	(6,135)	(100.0%)	14	4,278	
Net Loan Movement	**(6,135)**	**2,707**	**(8,842)**	**(326.6%)**		**11,454**	
Reserves							
Transfer from Reserves	-	-	-	0.0%		17,609	
Less:							
Transfer to Reserves	-	-	-	0.0%		2,645	
Net Reserve Movement	**-**	**-**	**-**	**0.0%**		**14,964**	
Adjustments:							
Depreciation – included in operating result, funded by renewal	11,755	11,755	-	0.0%		35,265	
Less:							
Grants, subsidies and contributions (renewal) – included in operating result	512	21	491	2.3%		533	
Net Adjustments	**12,267**	**11,776**	**491**	**4.2%**	**-**	**35,798**	
Funding surplus / (Deficit)	**-**	**-**	**-**	**-**		**-**	

*Approved Budget is calculated by: Original Budget (BO) plus Carry Forwards from 2019–20 (BC).

The balanced budget above is calculated by - Operating surplus/(deficit) less Net Capital Project Expense plus funding from Loans, Reserves and adjustments.

SIGNIFICANT VARIANCE ACTUAL VS APPROVED BUDGET YEAR TO DATE (31 OCTOBER 2020)

Note	Description	Variance $'000	Variance %	Comment
Operating Activities				
1	Statutory Charges	106	5.3%	Favourable variance due to the increased activity from development applications, primarily resulting from the Government stimulus grants.
2	User charges	(153)	(7.2%)	This variance relates to the COVID–19 support to Community Groups via resolution of Council at its meeting 20 October 2020
3	Grants, subsidies and contributions	797	17.7%	Favourable variance due to receiving the LRCI program stimulus funding.
4	Contractual services	1,656	12.8%	Predominately relates to timing from several areas; • Community Assets • Parks & Natural Resources • Waste Management • CWMS
5	Materials	(615)	(24.4%)	Predominantly relates to timing of various utilities invoices being received.
6	Finance Costs	85	8.3%	Favourable variance due to decreases in interest rates following on from Reserve Bank cash rate reductions, and the conversion of some existing loan facilities to discounted interest rate facilities. Finance costs projected to be reduced for 2020-21 by $270,000 in Budget Review 1.
7	Other Expenses	1,016	44.9%	This favourable variance predominantly relates to the timing of valuation fees ($378,000) paid in the following period and Grants given ($487,000) paid in the following two months.

Note	Description	Variance $'000	Variance %	Comment
Capital Projects				
Renewal				
8	Project expenses	674	11.1%	Timing of expenditure in relation to several projects with the most significant being the following projects: • Kerb pre-works Reseals program $1,036,615 • Willunga Rose Garden toilet $265,695 • Barcelona Dr, Happy Valley $240,000 • Noarlunga Office Air-Conditioning ($904,115)
9	Grants, subsidies and contributions	577	(657.2%)	Favourable variance due to receiving the LRCI program stimulus funding.
10	Other income	519	326.8%	Favourable variance predominantly relating to invoicing for land sales at Emberton Place, Morphett Vale and Thames Drive, Reynella.
New and Significant Upgrades				
11	Project expenses	3,023	41.2%	Timing of expenditure in relation to several projects with the most significant being the following projects: • One Council project $869,971 • Old Coach Road, Aldinga $672,306 • Aldinga Sports Ground $302,204 • Maslin Creek McLaren Vale Floodway $246,476 • Kangarilla Sports Complex, fire hydrant $214,803 • Moana Beach Tourist Park fire hydrant $165,273
12	Developer contributions	(90)	(18.0%)	Timing of contributions received from developers.

Note	Description	Variance $'000	Variance %	Comment
Other				
Loans				
13	Drawdown on loans	2,707	(100.0%)	Cash flow has been managed within our current facilities without new loans being required to be drawn down.
14	Loan principal repayments	(6,135)	(100.0%)	The recent cash flow has enabled reduction of our Cash Advance Debenture loan balance.

QUARTERLY FINANCIAL UPDATE
AS AT 31 OCTOBER 2020

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APPROVED BUDGET VS FORECAST (BUDGET REVIEW 1)

Based on the above analysis, the anticipated year end position has been reforecast. Table 2 below provides a comparison of the current approved budget compared to our forecast position based on Budget Review 1. Variances between the current approved budget and the forecast result from Budget variations (where actual dollars amounts are/or are expected to be different to the current budget).

Significant variances, being those greater than +/-$50,000 and +/-5 per cent, are explained below in the table.

TABLE 2: OPERATING POSITION AND CAPITAL EXPENDITURE SUMMARY (INCORPORATING DEBT AND RESERVE TRANSFERS)

APPROVED VS FORECAST BUDGET REVIEW 1 AT 31 OCTOBER 2020

	Approved Budget BO + BC* $'000	Forecast BO+BC+B1 $'000	Variance Fav/ (Unfav) $'000	Variance %	Note
Operating Activities					
Income					
Rates revenue	141,919	141,659	(260)	(0.2%)	
Statutory charges	3,548	3,548	-	-	
User charges	7,643	7,541	(102)	(1.3%)	
Grants, subsidies and contributions	18,345	23,039	4,694	25.6%	1
Investment income	53	53	-	-	
Reimbursements	1,498	1,498	-	0.0%	
Other income	850	830	(20)	(2.4%)	
Total Income	**173,855**	**178,167**	**4,312**	**2.5%**	
Expenditure					
Employee costs	69,478	70,646	(1,168)	(1.7%)	
Contracts	49,523	46,410	3,112	6.3%	2
Materials	11,848	11,989	(141)	(1.2%)	
Depreciation	35,265	35,625	-	-	
Finance costs	3,218	2,948	270	8.4%	3
Other	13,666	13,677	(12)	(0.1%)	
Total Expenditure	**182,996**	**180,935**	**2,062**	**1.1%**	
Operating Surplus/(Deficit)	**(9,141)**	**(2,768)**	**6,373**	**69.7%**	

	Approved Budget BO + BC* $'000	Forecast BO+BC+B1 $'000	Variance Fav/(Unfav) $'000	Variance YTD %	Note
Capital Projects					
Renewal					
Project expenses	32,106	33,653	(1,547)	(4.8%)	4
Less:					
Grants, subsidies and contributions	533	4,753	4,220	791.8%	5
Developer contributions	-	-	-	-	
Other income	1,186	1,186	-	-	
Net Renewal Expense	**30,387**	**27,714**	**2,673**	**8.8%**	
New and Significant Upgrades					
Project expenses	31,948	33,091	(1,142)	(3.6%)	
Less:					
Grants, subsidies and contributions	9,549	11,454	1,905	19.9%	6
Developer contributions	748	748	-	-	
Other income	-	-	-	-	
Net New and Significant Upgrade Expenditure	**21,622**	**20,700**	**922**	**4.3%**	
Capital Project Expense	**52,009**	**48,414**	**3,595**	**6.9%**	

*Approved Budget is calculated by: Original Budget (BO) plus Carry Forwards from 2019-20 (BC).

	Approved Budget BO + BC* $'000	Forecast BO+BC+B1 $'000	Variance Fav/(Unfav) $'000	Variance YTD %	Note
Other					
Loans					
Drawdown on loans	15,732	15,732	-	0.0%	
Less:					
Loan principal repayments	4,278	4,278	-	0.0%	
Net Loan Movement	**11,454**	**11,454**	**-**	**0.0%**	
Reserves					
Transfer from reserves	17,609	23,301	5,692	32.3%	7
Less:					
Transfer to reserves	2,645	14,086	(11,441)	(432.6%)	8
Net Reserve Movement	**14,964**	**9,215**	**(5,749)**	**(38.4%)**	
Adjustments:					
Depreciation – included in operating result, funded by renewal	35,265	35,265	-	-	
Less:					
Grants, subsidies and contributions (renewal) – included in operating result	532	4,753	4,221	793.4%	
Net Adjustments	**34,733**	**30,512**	**4,221**	**12.2%**	
Surplus/(Deficit)	**-**	**-**	**-**	**-**	

*Approved Budget is calculated by: Original Budget (BO) plus Carry Forwards from 2019–20 (BC).

The balanced budget above is calculated by – Operating surplus/(deficit) less Net Capital Project Expense plus funding from Loans, Reserves and adjustments.

SIGNIFICANT VARIANCE APPROVED BUDGET VS FORECAST BUDGET REVIEW 1 AT 31 OCTOBER 2020

Note	Description	Variance $'000	Variance %	Comments
Operating Activities				
1	Grants, subsidies and contributions	4,694	25.6%	Favourable variance predominantly relates to funding from the Local Roads and Community Infrastructure Program round 2, for renewal projects as per note 5 below.
2	Contracts	3,112	6.3%	Contract budget reduced by $3.1 million for estimated operating end of year Carry forward.
3	Finance costs	270	8.4%	Favourable variance relates to savings from the reduction in interest rates.
Capital Projects				
Renewal				
4	Project expenses	(1,547)	(4.8%)	Renewal project expenses has been reduced by $4 million for the estimated end of year Carry forward. Increase in budget to reflect the Local Roads and Community Infrastructure Project Round 2, $3.1m and the corresponding funding below.
5	Grants, subsidies and contributions	4,220	791.8%	Funding from the Local Roads and Community Infrastructure Program Round 2, $3.1 million
New and Significant Upgrades				
6	Grants, subsidies and contributions	1,905	19.9%	Increased grants includes: • Black spot funding from Cherry Gardens Road safety improvements $737,000 • Contributions for Sturt River from DPTI and Mitcham Council $384,000
Other				
7	Transfer from reserves	5,692	32.3%	Transfer from the following reserves: • Open Space Reserve $2 million, Sturt River liner Park • Drainage Reserve $1.5 million • Contingency Reserve $765,000, COVID–19 support to the community $380,000, Aldinga Bay Surf Lifesavings replacement clubrooms as resolved by Council at its meeting on 11 September 2018, $231,000, Water assets condition assessment $80,000. • Strategic Acquisitions Reserve $400,000, Aldinga Bay Surf Lifesavings replacement clubrooms as resolved by Council at its meeting on 11 September 2018. • Commercial Activity Reserve $301,000, works at both Tourist Parks including the fire System upgrade.
8	Transfer to reserves	(11,441)	(432.6%)	Transfer to the Committed Cost Reserve • Projected end of year 2020–21 Operating Carry forwards $3.2 million • Projected end of year 2020–21 Renewal Carry forwards $4.0 million • Projected end of year 2020–21 New and Significant Upgrade Carry forwards $4.3m

LONG TERM FINANCIAL PLAN IMPLICATIONS

We consider the impact that the proposed budget at Budget Review 1 and other decisions of Council during the quarter have on our Long Term Financial Plan.

Under Section 122 of the *Local Government Act 1999* ('the Act'), Council is required to adopt a Long Term Financial Plan (LTFP) within two years after each general election of the council. Due to COVID–19, the deadline for this review was extended to February 2021.

There has been an extensive process to ensure the Elected Members have been actively engaged in understanding and developing the LTFP. A community engagement process has also ensured the members of the public have been given a reasonable opportunity to be involved in the development and review of the LTFP.

Following the planned February adoption of the LTFP, the next Quarterly Financial Update including Budget Review 2 will provide more information regarding this impact on the LTFP.

SIGNIFICANT FINANCIAL RISKS

There are a number of financial risks arising largely as a result of changes proposed and already made across the government sector that could significantly impact council's long term financial sustainability. Table 5 below provides details of the financial risks identified and our risk rating for each risk.

TABLE 5 FINANCIAL RISK AND RISK RATING

Overall risk rating

Colour	Rating
Red	Very high
Orange	High
Yellow	Medium
Green	Low

Risk	Likelihood	Consequence
1	Rare	<$0.1m
2	Unlikely	>$0.1m-<$1m
3	Possible	$1m-<$2.5m
4	Likely	>$2.5m-<$5m
5	Almost Certain	>$5m
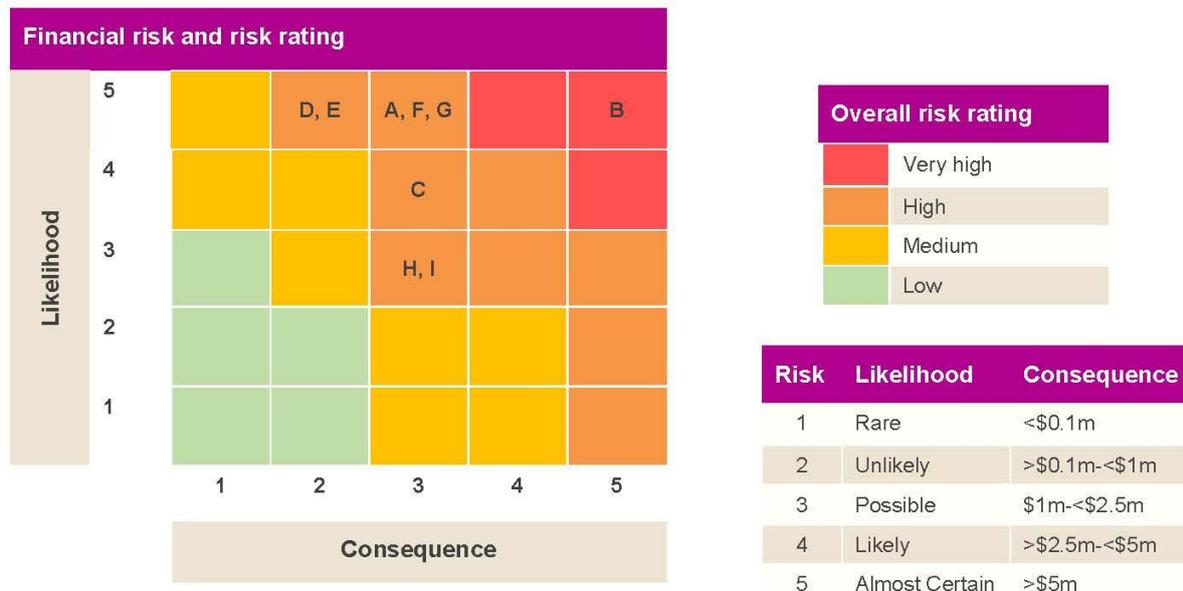
Risk	Description	Risk	Description
A	COVID-19	F	ESCOSA water pricing requirements
B	Local Government reform and rate capping	G	Co-mingled recycling market
C	*Housing SA stock transfers to NGO Housing Associations*	H	Local Government (Fixed Charges) Amendment Bill 2018
D	Planning, Development and Infrastructure Act 2016	I	Valuation of Land (Separate Valuations) Amendment Bill 2018
E	EPA levy increases		

Table 6 below provides details of advocacy activities performed to date in relation to each of the risks identified, advocacy outcomes (including any financial implications for council) and next steps.

TABLE 6 ADVOCACY ACTIVITIES, OUTCOMES AND NEXT STEPS

Risk A: COVID–19		
Advocacy activities to date	**Outcomes (if applicable)**	**Next steps**
Since the World Health Organisation declared COVID–19 a pandemic on 11 March 2020, State and Federal governments have announced progressively restrictive policies to reduce the spread of the virus. This was vital to 'flatten the curve' on the number of infections, to give our healthcare system a better opportunity to attend to critical cases.	Our Crisis Management Team continues to monitor the situation and work through our COVID–19 Plan (revised as necessary) to manage the health and safety of employees and volunteers. The Team is focussed on minimising disruption to the services council delivers, especially those services that, if impacted, will reduce our communities' ability to recover from this public health emergency.	Council will monitor compliance with the directions and declarations issued by the Emergency Management Commissioner from time to time, with a focus on non-essential business and gatherings on local government land.
The organisation, under the guidance of the Crisis Management Team (CMT) and the Director Group (DG), began preparatory measures prior to this declaration, and has developed responses to each stage as it has been announced. CMT has focused on ensuring the health of our community and our workforces as a priority.	Council is participating in the Local Government Functional Support Group and working with other agencies and councils in our emergency management zone in response to COVID–19.	On 18 August 2020, Council resolved that COVID–19 financial assistance will be provided to Community owned sporting grounds to 30 September 2020. Subsequently, an extension of relief to our community and sporting clubs has been provided until 31 December 2020.
Our response aims to ensure we:	Financial impacts of COVID–19 on the 2019–20 budget relating to the 8 measures of support has been estimated at $400,000.	On 20 October 2020, Council resolved an extension of time to pay outstanding rates for a further 8 weeks past the quarter 2 due date (to 31 January 2021).
• comply with all relevant policy directives at federal and state level		On 19 January 2021 Council resolved:
• meet our OHS&W obligations for staff and volunteers		• an extension of the COVID–19 relief measures for community and sporting clubs and lessees for a further three months, to 31 March 2021.
• maintain our critical functions that allow us to continue to provide essential services to our community		• an extension of time to pay outstanding rates for a further 8 weeks past the quarter 3 due date, to 30 April 2021.
• enable maintenance of non-critical functions, where possible.		• continued support for our local businesses to assist with their ongoing recovery and growth, through enabling small businesses to become 'tender ready', and to encourage greater procurement participation by local businesses. This support provides a longer-term solution to recovery from COVID–19.
		• at the expiry of the above dates approved for the CEO to exercise delegated authority to extend the above measures for a further 3month period, should ongoing COVID-19 impacts still be present.

Risk B: Local Government reform and rate capping

Advocacy activities to date	Outcomes (if applicable)	Next steps
Local government reform, including various forms of 'rate capping', has been attempted by both the state Liberal and Labor parties since the SA Liberals took a rate capping policy to the 2018 election. Council has advocated and made representations on the various reform proposals to ensure that they offer real and lasting benefits for communities. The Statutes Amendment (Local Government Review) Bill 2020 (the Bill) was introduced into Parliament on 17 June 2020. It contains a raft of changes covering issues including elected member conduct, CEO renumeration and performance, audit and risk committee make up, elected member representation, engagement, land revocation and more. Many of the Bill's proposed changes to the Act are aligned with the local government sector's position of improving effectiveness and efficiency, and could result in improved, less costly processes for Council. However, several changes related to the Annual Business Plan would substantially increase the Minister's powers to intervene in councils' budget setting. This could prevent councils from managing their cities' budgets to meet the unique circumstances and needs of their own communities.	The Strategic Directions Committee considered the Bill at its meeting on 4 August 2020 and approved feedback to the LGA to inform their advocacy on behalf of the sector. Our comments indicated our support for many of elements of the Bill, including those in relation to managing member behaviour. However, they indicated our opposition to: • the changes to the Annual Business Plan process requiring referral to a 'designated authority' increased powers for the Minister to directly intervene in councils' budgets, policies and procedures.	The LGA sought comments from councils by 9 August 2020 to inform their negotiations with the South Australian Government and advocacy to Members of Parliament. In September 2020, the State Government made over 120 amendments to its own Statutes Amendment (Local Government Review) Bill 2020. The State Government will no longer pursue most of the original changes proposed in relation to Annual Business Plans. The LGA will provide further updates as the Bill progresses through the Parliament.

Risk C: Housing SA stock transfers to NGO Housing Association

Advocacy activities to date	Outcomes (if applicable)	Next steps
Initially proposed in 2012–13 with 10 per cent of the City of Onkaparinga housing stock proposed to transfer over the period to 2018–19: • All such properties comply for mandatory 75 per cent rate rebates unless the Minister gazettes rebate exemptions • Proposed rebate exemptions included in the First Draft Local Government (Accountability and Governance) Amendment Bill 2015 • Exemptions quashed by Minister Rau July 2015 and removed from Bill • Minister Rau advised matter to negotiate between Council and State at transfer. Advocacy for exemptions through the LGA on behalf of the industry. Further advocacy undertaken through Inquiry on Rate Capping and through feedback on the 'Local Government (Rate Increases) Amendment Bill 2016'. A further batch of 4,000 transfers was actioned in 2016–17 but did not impact the City of Onkaparinga. The 4,000 transfers impacted 2 of the metro councils and approximately 8 rural councils. The State Government advised that there would not be any moratorium on the 75 per cent mandatory rebate for Housing Association properties.	As at 1 July 2020 there are 748 properties receiving a mandatory rebate. Our LTFP included a $60,000 increase in rate rebates each year for 4 years which ended in 2018–19. This represented an overall $240,000 increase in rebates, equivalent to 10 per cent of the $2.4 million worst case scenario for Council (i.e. if all Housing SA stocks transfer to NGO Housing Associations in our city). As Housing SA continues to lease further properties to eligible Housing Associations and as valuations and rates increase each year, it may be prudent for Council to consider a further ongoing Budget provision for increasing rebate levels for these properties in future years.	Continue ongoing advocacy through the LGA and any other available political opportunities. A review of the Local Government Act 1999 is anticipated to be undertaken and may provide avenues for further advocacy for exemptions for these rebates. It should be noted however that previously the State Government have indicated they would not change their position on this matter.

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Risk D: *Planning Development and Infrastructure Act 2016*

Advocacy activities to date	Outcomes (if applicable)	Next steps
The *Planning, Development and Infrastructure Act 2016* (PDI Act) was enacted on 21 September 2016, with many elements of the Act coming into effect since that date. Council has reviewed and provided submissions on many elements of the PDI Act, in response to public consultation, including: • Discussion paper submissions on Natural Resources and Environment, Integrated Movement Systems, and Productive Economy • Draft Assessment Regulations and Practice Directions • Accredited Professionals Scheme • Planning and Design Code – Phase One • Assessment Pathways • Performance Indicators • Community Engagement Charter • Building reform (Ministerial Building Standards) • State Planning Policies • South Australian Parliamentary Inquiry on Heritage Reforms • Renewable Energy Policies • Inspection Policies Practice Direction • Planning and Design Code – Phase Two (regional areas) and People and Neighbourhoods discussion Paper • Planning and design Code phase 3 - Metropolitan councils including Onkaparinga.	The Act has established: • the State Planning Commission • the Community Engagement Charter • the Planning and Design Code • Practice Directions • design Standards • the creation of Environment and Food Production Areas to contain urban growth • the ability for councils to 'regionalise' through planning agreements and joint planning boards • new assessment pathways • amended infrastructure delivery scheme mechanisms • online e-planning regime. Council's Assessment Manager and proxies have now received accreditation required under the PDI Act Consultation has closed on the draft Regulations and Performance Indicator discussion papers. They are as a whole yet to come into effect. The first round of public consultation on Phase 3 of the draft Code was released by the Commission on 1 October 2019. Council provided feedback to the Commission in February 2020. Council staff have continued to work with DPTI staff to ensure revisions to the draft Code account for issues Council raised. The Code (Phase 3) commenced a second round of public consultation in November 2020. This is being reviewed and Council will provide a second submission in December 2020. Implementation for Phase 3 of the Code has been delayed until early-mid 2021. Practice Direction 9 – Building Inspections has been released by the Commission. Council has previously approved additional funding to comply with the increased inspection regime.	The Mayor, Elected Members and staff continue to work with the LGA to advocate for appropriate Regulations to be drafted in response to Council's concerns. Council will continue to provide feedback through formal submissions as the proposed changes are being rolled out. Council staff will continue to provide input to draft zones and review the draft Planning and Design Code to ensure Council's views are being represented in policy. With the new Code utilising an online e-planning system we are unsure on the impact and timing of our fee income from assessments. We will continue to seek clarity on this from DPTI.

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Risk E: EPA levy increases

Advocacy activities to date	Outcomes (if applicable)	Next steps
Significant increases in the EPA levy have regularly been occurring since 2010–11 with advocacy activities taking place from this point. In a recent response to the South Australian Governments - A Vision for a Circular Economy – Waste Strategy 2020–25 we have advocated for the need for the future trajectory of the levy to be clearly articulated, along with a guaranteed minimum level of reinvestment of the Green industries Fund into the waste and recycling sector.	The significant price increases in the levy announced by State Government have been incorporated into the Budget and LTFP as follows: • 2016–17 – $62 per tonne July to August and $76 per tonne from September • 2017–18 – $87 per tonne • 2018–19 – $100 per tonne • 2019–20 – $110 per tonne July to December 2019 and $140 per tonne from January 2020 • 2020–21 – $143 per tonne Approximately 40,000 tonnes of rubbish are subject to this levy annually.	Ongoing advocacy through the LGA and any other available political opportunities. The LGA will continue to advocate for the release of money in the Green Industries Fund (previously the Waste to Resources Fund) for projects to generate environmental and employment outcomes for our communities. We will continue to reinforce to our communities the dollars collected by councils on behalf of other spheres of Government. A focus on diversion of waste to recycling streams remains an avenue to minimise the impact of the levy.

Risk F: ESCOSA water pricing requirements

Advocacy activities to date	Outcomes (if applicable)	Next steps
The Essential Services Commission of South Australia (ESCOSA) require that small and intermediate water retailers achieve compliance with the National Water Initiative (NWI) Pricing Principles. This includes the adoption of Full Cost Recovery Pricing as a requirement for the sustainable operation of a water scheme. Applying Full Cost Recovery is expected to lead to price increases to its customers for both of council's retail licences.	Under our intermediate water retail licence, Community Wastewater Management System (CWMS) we have: • Adopted a Full Cost Recovery pricing model for our CWMS business from 2017–18 but negotiated with ESCOSA for a five year transition before applying it in full. • Provided a CWMS rate rebate for 2017–18, 2018–19, 2019–20, and 2020–21 to CWMS customers to enable the transition to Full Cost Recovery. • Adopted a CWMS pricing policy position whereby the case for a customer rebate will be assessed through the annual budget process against the forecast funds required to sustainably manage the scheme.	CWMS pricing will continue to transition to Full Cost Recovery and balance the requirements to sustainably manage the schemes. We do not anticipate any update on this item to impact on the water business until ESCOSA release a new price determination or revoke their current one.

Risk G: Co-mingled Recycled Market

Advocacy activities to date	Outcomes (if applicable)	Next steps
The recycling industry has seen significant changes since the introduction of the China Sword policy in 2017, this interruption to international commodity markets and significant drops in commodity prices saw our recyclables processor SKM recycling enter into administration. At a special Council meeting on 12 March 2019, council voted to switch recyclables processor from SKM to VISY. COAG has proposed to ban the export of certain waste products, and on 18 February 2020 council approved a submission to the Department of Environment and Energy in response to this proposal. This report also provided a submission for the Australian Local Government Association 2020 National General Assembly for a push to mandate national packaging recyclability and recycling targets for producers and packaging manufacturers.	SRWRA have announced the development of a local material recovery facility with anticipated opening being April 2021. In a recent submission to the South Australian Governments A Vision for a Circular Economy – Waste Strategy 2020–25 we have highlighted our support for a circular economy to reduce our reliance on international markets and the importance for government procurement in supporting local demand for recycled products. We have set our own targets for the procurement of recycled materials in 2020–21 and beyond via the Local Government Associations Circular Procurement Pilot Project.	Council continue to work with suppliers to ensure continuity of service for our residents. We will continue to advocate for extended producer responsibility, investment back into the infrastructure capabilities within Australia to reduce our reliance on international markets and a transition to a circular economy.

Risk H: Local Government (Fixed Charges) Amendment Bill 2018

Advocacy activities to date	Outcomes (if applicable)	Next steps
On 17 October 2018, the Hon John Darley MLC introduced the Local Government (Fixed Charges) Amendment Bill 2018 into the Legislative Council. This is a Private Members Bill to amend the *Local Government Act 1999*. The Bill proposes amendments to the basis under which councils can impose a Fixed Charge against properties within retirement villages (amending section 152 of the Act). This provision was first introduced in the draft Local Government (Miscellaneous) Amendment Bill 2009. When passed, the Bill introduced exemptions from Fixed Charge for individual sites in caravan parks, residential parks and marina berths. Retirement Villages were removed from the final legislation. The LGA sought feedback from councils on this Bill. Refer LGA Circular 43.4 which includes links to the Bill and the Hansard Record of the first reading. A report was presented to the Council Meeting of 22 January 2019 seeking Council's position in respect to this Bill. Council resolved that they did not support the Bill and empowered the Mayor to undertake all available advocacy options to oppose the bill being passed. We provided feedback to the LGA regarding our position in respect to this proposed legislation, given the potential impact on our community. For 2019–20 we had 2,262 independent living units (ILU's) within our council area. The potential impact of this exemption would be $1.16 million were all ILU's exempt for 2019–20. This shortfall in revenue would need to be redistributed to all ratepayers. This represents redistribution of 0.87 per cent of general rate revenue to be redistributed between all ratepayers.	On 4 December 2018 the SA Parliament agreed to the establishment of a joint committee to investigate the valuation policies of the Valuer-General and their impact on some retirement village residents and the options available to both state and local government to alleviate any impact on SA Water and local government charges of these policies. The investigations of the Joint Committee will encompass both the proposals under the Local Government (Fixed Charges) Amendment Bill 2018 and the Valuation of Land (Separate Valuations) Amendment Bill 2018. On 19 February 2019 the LGA issued Circular 8.10 advising Councils of the formation of the Joint Committee on Valuation Policies and Charges on Retirement Villages seeking feedback to assist the LGA to form their submission on behalf of the Local Government Industry and advising Councils of the closing date for individual submissions. As per Council's resolutions, an Onkaparinga submission was prepared and lodged under Mayoral signature. As at 24 April 2019 a total of eighteen submissions have been lodged with the Joint Committee. These include those from City of Onkaparinga, Adelaide Hills Council, the LGA submission and a detailed submission from the Office of the Valuer-General. The remaining submissions are from the Retirement Villages Residents Associations and individual RV Residents. The LGA has provided submissions to the joint committee and are currently awaiting the final report to be presented.	We will continue to work with the LGA to oppose the Bill and advocate against these inequitable proposals.

Risk I: Valuation of Land (Separate Valuations) Amendment Bill 2018

Advocacy activities to date	Outcomes (if applicable)	Next steps
On 17 October 2018, the Hon John Darley MLC introduced Valuation of Land (Separate Valuations) Amendment Bill 2018 into the Legislative Council. This is a Private Members Bill to amend the Valuation of Land Act to exclude certain current provisions available to Councils under the *Local Government Act 1999*. The stated purpose of this Bill is to prevent ILU's in retirement villages from being subject to a mandatory separate valuation assessment as these results in additional rates and taxes from Revenue SA and SA Water. Refer LGA Circular 43.4 which includes links to the Bill and the Hansard Record of the first reading. For 2019–20 we had 3,800 tenancy assessments. Each tenancy is subject to a Fixed Charge. Should we lose the ability to rate based on occupation the potential impact of this legislative amendment is approximately $1.55 million in lost revenue. This shortfall in revenue would need to be redistributed to all ratepayers. This represents redistribution of 1.16 per cent of general rate revenue to be redistributed between all ratepayers. This is in addition to the $1.16 million revenue shortfall if all ILU's were exempt from the Fixed Charge for 2019–20 (refer Risk H). The impact of these two proposed Bills represents a total of $2.71 million or 2.03 per cent of general rate revenue that will need to be redistributed between all ratepayers.	On 4 December 2018 the SA Parliament agreed to the establishment of a joint committee to investigate the valuation policies of the Valuer-General and their impact on some retirement village residents and the options available to both state and local government to alleviate any impact on SA Water and local government charges of these policies. The investigations of the Joint Committee will encompass both the proposals under the Local Government (Fixed Charges) Amendment Bill 2018 AND the Valuation of Land (Separate Valuations) Amendment Bill 2018. On 19 February 2019 the LGA issued Circular 8.10 advising Councils of the formation of the Joint Committee on Valuation Policies and Charges on Retirement Villages seeking feedback to assist the LGA to form their submission on behalf of the Local Government Industry and advising Councils of the closing date for individual submissions. As per Council's resolutions, an Onkaparinga submission was prepared and lodged under Mayoral signature. As at 24 April 2019 a total of 18 submissions have been lodged with the Joint Committee. These include those from City of Onkaparinga, Adelaide Hills Council, the LGA submission and a detailed submission from the Office of the Valuer General. The remaining submissions are from the Retirement Villages Residents Associations and individual RV Residents. The LGA has provided submissions to the joint committee and are currently awaiting the final report to be presented.	We will continue to work with the LGA to oppose the Bill and advocate against these inequitable proposals.

CITYOFONKAPARINGA

PROPOSED FUNDING STATEMENT FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Operating activities			
Income			
Rates revenues	141,895,852	141,918,852	141,658,852
Statutory charges	3,531,500	3,547,500	3,547,500
User charges	7,596,456	7,643,421	7,541,153
Grants, subsidies and contributions	17,837,772	18,345,079	23,039,035
Investment income	53,000	53,000	53,000
Reimbursements	1,636,307	1,497,652	1,497,652
Other income	525,235	849,935	829,935
Share of operating profit from equity accounted investees	-	-	-
Total income	**173,076,122**	**173,855,439**	**178,167,127**
Expenditure			
Employee costs	68,495,287	69,478,040	70,645,921
Contracts	46,715,000	49,522,625	46,410,266
Materials	11,765,202	11,847,596	11,988,532
Depreciation	35,265,000	35,265,000	35,265,000
Finance costs	3,217,627	3,217,627	2,947,707
Other expenses	13,563,021	13,665,600	13,677,428
Total expenses	**179,021,136**	**182,996,488**	**180,934,854**
Operating surplus / (deficit)	**(5,945,014)**	**(9,141,049)**	**(2,767,727)**
Capital projects			
Renewal			
Project expenses	28,413,682	32,105,588	33,652,678
Less:			
Grants, subsidies and contributions	84,000	532,949	4,753,092
Developer contributions	-	-	-
Other income	1,065,999	1,185,799	1,185,799
Net renewal expense	**27,263,683**	**30,386,840**	**27,713,787**
New and Significant Upgrades			
Project expenses	27,539,841	31,948,343	33,090,604
Less:			
Grants, subsidies and contributions	9,353,000	9,578,958	11,643,083
Developer contributions	200,000	747,572	747,572
Other income	-	-	-
Net new and significant upgrade expense	**17,986,841**	**21,621,813**	**20,699,949**
Capital Project Expenditure	**45,250,524**	**52,008,653**	**48,413,736**

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PROPOSED FUNDING STATEMENT FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Other			
Loans			
New loans	15,732,457	15,732,457	15,732,457
Less:			
Loan principal repayments	4,278,373	4,278,373	4,278,373
Net loan movement	**11,454,084**	**11,454,084**	**11,454,084**
Reserves			
Transfer from reserves	7,086,857	17,608,765	23,301,214
Less:			
Transfer to reserves	2,526,403	2,645,198	14,085,743
Net reserve movement	**4,560,454**	**14,963,567**	**9,215,471**
Adjust:			
Depreciation - included in operating result, funded by renewal	35,265,000	35,265,000	35,265,000
Grants, subsidies and contributions (renewal) - included in operating result	(84,000)	(532,949)	(4,753,092)
Surplus / (deficit)	**-**	**-**	**-**
Grand Total Income	206,514,435	218,708,990	230,777,252
Grand Total Expense	206,514,435	218,708,990	230,777,252
Funding Surplus / (deficit)	-	-	-

CITYOF ONKAPARINGA

PROPOSED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Operating income			
Rates	141,895,852	141,918,852	141,658,852
Statutory charges	3,531,500	3,547,500	3,547,500
User charges	7,596,456	7,643,421	7,541,153
Grants, subsidies and contributions	17,837,772	18,345,079	23,039,035
Investment income	53,000	53,000	53,000
Reimbursements	1,636,307	1,497,652	1,497,652
Other income	525,235	849,935	829,935
Net gain - joint ventures and associates	-	-	-
Total operating income	**173,076,122**	**173,855,439**	**178,167,127**
Operating expenses			
Employee costs	68,495,287	69,478,040	70,645,921
Materials, contracts and other expenses	72,043,223	75,035,821	72,076,226
Finance costs	3,217,627	3,217,627	2,947,707
Depreciation	35,265,000	35,265,000	35,265,000
Net loss - joint ventures and associates	-	-	-
Total operating expenses	**179,021,136**	**182,996,488**	**180,934,854**
Operating surplus/(deficit) before capital amounts	**(5,945,014)**	**(9,141,049)**	**(2,767,727)**
Capital income			
Amounts received specifically for new or upgraded assets	9,553,000	10,326,530	12,390,655
Physical resources received free of charge	5,854,280	5,854,280	5,854,280
Net surplus/(deficit)	**9,462,266**	**7,039,761**	**15,477,208**
Other comprehensive income			
Changes in revaluation surplus - infrastructure, property, plant and equipment	73,917,529	27,745,000	24,503,680
Non-operating items - joint ventures and associates	-		-
Total other comprehensive income	**73,917,529**	**27,745,000**	**24,503,680**
Total comprehensive income	**83,379,795**	**34,784,761**	**39,980,888**

PROPOSED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

	2020-21 Original Budget B0	2020-22 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Current assets			
Cash and cash equivalents	-	-	-
Trade and other receivables	10,919,219	5,731,719	5,828,214
Inventories	89,651	97,000	89,651
Other non-current assets held for sale	-	-	-
Total current assets	**11,008,870**	**5,828,719**	**5,917,865**
Non-current assets			
Financial Assets	650,692	1,075,000	650,692
Equity accounted investments in council businesses	10,939,000	11,502,000	10,939,000
Infrastructure, property, plant and equipment	2,348,019,792	2,332,029,682	2,332,535,108
Other non-current assets	16,315,944	16,315,944	16,315,944
Total non-current assets	**2,375,925,428**	**2,360,922,626**	**2,360,440,744**
Total assets	**2,386,934,298**	**2,366,751,345**	**2,366,358,609**
Current liabilities			
Trade and other payables	13,744,895	19,543,612	14,147,506
Short term borrowings	3,276,931	10,984,000	10,701,448
Short term provisions	13,039,567	14,029,000	14,039,567
Other current liabilities	6,870,353	6,499,279	10,652,353
Total current liabilities	**36,931,746**	**51,055,891**	**49,540,874**
Non-current liabilities			
Long term borrowings	114,282,194	96,618,066	92,194,220
Long term provisions	1,594,000	1,644,000	1,994,000
Total non-current liabilities	**115,876,194**	**98,262,066**	**94,188,220**
Total liabilities	**152,807,940**	**149,317,957**	**143,729,094**
Net assets	**2,234,126,358**	**2,217,433,388**	**2,222,629,515**
Equity			
Accumulated surplus	552,942,864	534,010,328	536,699,679
Asset revaluation reserve	1,658,354,541	1,654,283,000	1,651,041,680
Other reserves	22,828,953	29,140,060	34,888,156
Total equity	**2,234,126,358**	**2,217,433,388**	**2,222,629,515**

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PROPOSED STATEMENT OF CASH FLOWS FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Cash flows from operating activities			
Receipts			
Operating receipts	173,023,122	173,802,439	178,114,127
Investment receipts	53,000	53,000	53,000
Payments			
Operating payments to suppliers and employees	(140,538,509)	(144,513,861)	(142,722,147)
Finance payments	(3,217,627)	(3,217,627)	(2,947,707)
Net cash flows from operating activities	**29,319,986**	**26,123,951**	**32,497,273**
Cash flows from investment activities			
Receipts			
Grants specifically for new or upgraded assets	9,553,000	10,326,530	12,390,655
Sale of replaced assets	1,065,999	1,065,999	1,185,799
Payments			
Expenditure on renewal/replacement of assets	(28,413,682)	(32,105,588)	(33,652,678)
Expenditure on new/upgraded assets	(27,539,841)	(31,948,343)	(33,090,604)
Net cash flows from investment activities	**(45,334,524)**	**(52,661,402)**	**(53,166,828)**
Cash flows from financing activities			
Receipts			
Proceeds from borrowings	15,732,457	15,732,457	15,732,457
Payments			
Repayments of borrowings	(4,278,373)	(4,278,373)	(4,278,373)
Net cash flows from financing activities	**11,454,084**	**11,454,084**	**11,454,084**
Net increase/(decrease) in cash held	**(4,560,454)**	**(15,083,367)**	**(9,215,471)**
Cash and cash equivalents at beginning of reporting period	-	-	-
Cash and cash equivalents at end of reporting period	**(4,560,454)**	**(15,083,367)**	**(9,215,471)**
Represented by:			
Cash and cash equivalents	-	-	-
Less: Short term cash advance drawdowns	(4,560,454)	(15,083,367)	(9,215,471)

PROPOSED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Accumulated surplus			
Balance at end of previous reporting period	538,920,144	512,007,000	512,007,000
Surplus/(deficit) from operations	9,462,266	7,039,761	15,477,208
Transfers to other reserves	(2,526,403)	(2,526,403)	(14,085,743)
Transfers from other reserves	7,086,857	17,489,970	23,301,214
Balance at end of period	**552,942,864**	**534,010,328**	**536,699,679**
Asset revaluation reserve			
Balance at end of previous reporting period	1,584,437,012	1,626,538,000	1,626,538,000
Gain on revaluation of infrastructure, property, plant and equipment	73,917,529	27,745,000	24,503,680
Balance at end of period	**1,658,354,541**	**1,654,283,000**	**1,651,041,680**
Community wastewater management systems reserve			
Balance at beginning of period	319,360	242,923	242,923
Transfers to reserve	1,412,496	1,412,496	1,447,996
Transfers from reserve	(589,976)	(589,976)	(934,088)
Balance at end of period	**1,141,880**	**1,065,443**	**756,831**
Hazel McKenzie car park			
Balance at beginning of period	14,476	14,841	14,841
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**14,476**	**14,841**	**14,841**
Stormwater management			
Balance at beginning of period	2,044,339	3,678,360	3,678,360
Transfers to reserve	-	-	-
Transfers from reserve	-	-	(1,488,202)
Balance at end of period	**2,044,339**	**3,678,360**	**2,190,158**
Footpath reserve			
Balance at beginning of period	1,481,896	1,772,791	1,772,791
Transfers to reserve	-	-	-
Transfers from reserve	-	-	(107,893)
Balance at end of period	**1,481,896**	**1,772,791**	**1,664,898**
One Council			
Balance at beginning of period	569,871	829,431	829,431
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**569,871**	**829,431**	**829,431**

PROPOSED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Open space development reserve			
Balance at beginning of period	1,645,850	4,201,936	4,201,936
Transfers to reserve	150,000	150,000	150,000
Transfers from reserve	(600,000)	(600,000)	(2,609,622)
Balance at end of period	**1,195,850**	**3,751,936**	**1,742,314**
Sturt linear land purchase reserve			
Balance at beginning of period	-	-	-
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**-**	**-**	**-**
Coast parks reserve			
Balance at beginning of period	1,740	1,740	1,740
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**1,740**	**1,740**	**1,740**
Court recoating reserve			
Balance at beginning of period	68,625	87,982	87,982
Transfers to reserve	-	-	-
Transfers from reserve	(50,000)	(50,000)	(63,708)
Balance at end of period	**18,625**	**37,982**	**24,274**
Committed expenditure reserve			
Balance at beginning of period	-	10,403,113	10,403,113
Transfers to reserve	-	-	11,500,000
Transfers from reserve	-	(10,403,113)	(10,403,113)
Balance at end of period	**-**	**-**	**11,500,000**
Contingency reserve fund			
Balance at beginning of period	8,873,491	9,110,122	9,110,122
Transfers to reserve	-	-	-
Transfers from reserve	(4,756,722)	(4,756,722)	(5,522,020)
Balance at end of period	**4,116,769**	**4,353,400**	**3,588,102**
Commercial activity reserve			
Balance at beginning of period	493,927	511,753	511,753
Transfers to reserve	984,428	984,428	984,428
Transfers from reserve	(372,659)	(372,659)	(674,150)
Balance at end of period	**1,105,696**	**1,123,522**	**822,031**
Revolving resources reserve			
Balance at beginning of period	2,542,476	2,967,922	2,967,922
Transfers to reserve	-	-	-
Transfers from reserve	(380,000)	(380,000)	(556,581)
Balance at end of period	**2,162,476**	**2,587,922**	**2,411,341**

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PROPOSED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Developer contributions (roads)			
Balance at beginning of period	97,883	97,883	97,883
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**97,883**	**97,883**	**97,883**
Urban Tree Fund			
Balance at beginning of period	38,372	45,075	45,075
Transfers to reserve	10,000	10,000	10,000
Transfers from reserve	-	-	-
Balance at end of period	**48,372**	**55,075**	**55,075**
Plant and fleet reserve			
Balance at beginning of period	5,508,394	6,308,138	6,308,138
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**5,508,394**	**6,308,138**	**6,308,138**
Seaford Library fund			
Balance at beginning of period	172,463	258,367	258,367
Transfers to reserve	84,274	84,274	80,274
Transfers from reserve	-	-	(110,000)
Balance at end of period	**256,737**	**342,641**	**228,641**
Innovation and Improvement reserve			
Balance at beginning of period	235,000	235,000	235,000
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**235,000**	**235,000**	**235,000**
Climate change response fund			
Balance at beginning of period	548,802	548,802	548,802
Transfers to reserve	-	-	-
Transfers from reserve	-	-	(94,337)
Balance at end of period	**548,802**	**548,802**	**454,465**
Economic Development Reserve			
Balance at beginning of period	837,707	864,095	864,095
Transfers to reserve	-	-	-
Transfers from reserve	(284,500)	(284,500)	(284,500)
Balance at end of period	**553,207**	**579,595**	**579,595**

PROPOSED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Water Business Unit reserve			
Balance at beginning of period	118,795	83,596	83,596
Transfers to reserve	(118,795)	(118,795)	(118,795)
Transfers from reserve	-	-	-
Balance at end of period	**-**	**(35,199)**	**(35,199)**
Community Corporation 20224			
Balance at beginning of period	28,966	28,966	28,966
Transfers to reserve	4,000	4,000	4,000
Transfers from reserve	(3,000)	(3,000)	(3,000)
Balance at end of period	**29,966**	**29,966**	**29,966**
Carparking Contribution Scheme			
Balance at beginning of period	42,416	42,416	42,416
Transfers to reserve	-	-	27,840
Transfers from reserve	-	-	-
Balance at end of period	**42,416**	**42,416**	**70,256**
Hackham South East Infrastructure			
Balance at beginning of period	502,508	502,508	502,508
Transfers to reserve	-	-	-
Transfers from reserve	-	-	-
Balance at end of period	**502,508**	**502,508**	**502,508**
Strategic Acquisions			
Balance at beginning of period	1,202,050	1,265,867	1,265,867
Transfers to reserve	-	-	-
Transfers from reserve	(50,000)	(50,000)	(450,000)
Balance at end of period	**1,152,050**	**1,215,867**	**815,867**
Total reserves	**1,681,183,494**	**1,683,423,060**	**1,685,929,836**
Total equity	**2,234,126,358**	**2,217,433,388**	**2,222,629,515**

CITYOFONKAPARINGA

PROPOSED UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Operating surplus/(deficit)			
Operating revenues	173,076,122	173,855,439	178,167,127
Less: Operating expenses	(179,021,136)	(182,996,488)	(180,934,854)
Operating surplus/(deficit) before capital amounts	**(5,945,014)**	**(9,141,049)**	**(2,767,727)**
Less: Net outlays on existing assets			
Capital expenditure on renewal and replacement of existing assets	(28,413,682)	(32,105,588)	(33,652,678)
Less: Depreciation, amortisation and impairment	35,265,000	35,265,000	35,265,000
Less: Proceeds from sale of replaced assets	1,065,999	1,065,999	1,185,799
Net outlays on existing assets	**7,917,317**	**4,225,411**	**2,798,121**
Less: Net outlays on new and upgraded assets			
Capital expenditure on new and upgraded assets	(27,539,841)	(31,948,343)	(33,090,604)
Less: Grants and contributions for new and upgraded assets	9,553,000	10,326,530	12,390,655
Net outlays on new and upgraded assets	**(17,986,841)**	**(21,621,813)**	**(20,699,949)**
Net lending / (borrowing) for financial year	**(16,014,538)**	**(26,537,451)**	**(20,669,555)**

PROPOSED KEY FINANCIAL INDICATORS FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Operating surplus ratio			
The percentage by which the major controllable income source varies from day to day expenses			
Calculated as:			
Operating surplus/(deficit) before capital amounts	(5,419,785)	(9,141,049)	(2,767,727)
Divided by:			
Rates revenue	141,150,021	141,918,852	141,658,852
General rates revenue	**141,150,021**	**141,895,852**	**141,658,852**
Expressed as a percentage	**(3.8%)**	**(6.4%)**	**(2.0%)**
Target*	**>0%**	**>0%**	**>0%**
Net financial liabilities ratio			
How significant is the net amount owed compared with income			
Calculated as:			
Net financial liabilities	134,354,050	142,414,238	137,160,537
Divided by:			
Total operating revenue	171,110,642	173,855,439	178,167,127
Total operating revenue	**171,110,642**	**173,855,439**	**178,167,127**
Expressed as a percentage	**79%**	**82%**	**77%**
Target	**<100%**	**<100%**	**<100%**
Interest cover ratio			
How much income is used in paying interest on loans			
Calculated as:			
Finance costs	3,217,627	3,217,627	2,947,707
Less: Investment income	(53,000)	(53,000)	(53,000)
Net finance costs	**3,164,627**	**3,164,627**	**2,894,707**
Divided by:			
Total operating revenue	173,076,122	173,855,439	178,167,127
Less: Investment income	(53,000)	(53,000)	(53,000)
Total operating revenue	**173,023,122**	**173,802,439**	**178,114,127**
Expressed as a percentage	**1.8%**	**1.8%**	**1.6%**
Target	**<5%**	**<5%**	**<5%**

CITYOFONKAPARINGA

PROPOSED KEY FINANCIAL INDICATORS FOR THE YEAR ENDING 30 JUNE 2021

	2020-21 Original Budget B0	2020-21 Approved Budget B0 + CFW	2020-21 Forecast Budget BR1
Asset sustainability ratio *What percentage of assets are being replaced at the rate they are consumed*			
Calculated as:			
Expenditure on renewal/replacement of assets	28,413,682	32,105,588	33,652,678
Less: Sale of replaced assets	(1,065,999)	(1,065,999)	(1,185,799)
Net expenditure on renewal/replacement of assets	**27,347,683**	**31,039,589**	**32,466,879**
Divided by:			
Projected asset renewal funding requirement	31,251,870	31,251,870	31,251,870
Expressed as a percentage	**88%**	**99%**	**104%**
Target	**90-110%**	**90-110%**	**90-110%**
Asset consumption ratio *The average proportion of 'as new condition' left in assets*			
Calculated as:			
Carrying value of infrastructure, property, plant and equipment	2,348,019,792	2,332,029,682	2,332,535,108
Less: Land	(504,846,000)	(566,452,000)	(617,995,000)
Carrying value of infrastructure, property, plant and equipment (excluding land)	**1,843,173,792**	**1,765,577,682**	**1,714,540,108**
Divided by:			
Carrying value of infrastructure, property, plant and equipment (excluding Land)	1,843,173,792	1,765,577,682	1,714,540,108
Plus: Opening accumulated depreciation and amortisation	631,460,000	563,774,000	563,774,000
Plus: Depreciation and amortisation for financial year	35,265,000	35,265,000	35,265,000
'As new' value of Infrastructure, property, plant and equipment (excluding land)	**2,509,898,792**	**2,364,616,682**	**2,313,579,108**
Expressed as a percentage	**73%**	**75%**	**74%**
Target	**40-80%**	**40-80%**	**40-80%**
Adjusted Liquidity Ratio *The ability to make payment on current liabilities as and when they fall due taking into account undrawn funding*			
Calculated as:			
Total current assets	11,008,870	5,828,719	5,917,865
Add: difference between approved and forecast borrowings	22,828,953	29,140,060	34,888,156
Total current assets including cash from undrawn budget funding	**33,837,823**	**34,968,779**	**40,806,021**
Less:			
Total current liabilities	36,931,746	51,055,891	49,540,874
Surplus / (shortfall)	**(3,093,923)**	**(16,087,112)**	**(8,734,853)**
Shortfall expressed as number of rates debtor days	**8**	**41**	**23**
Target	**<30 days**	**<30 days**	**<30 days**

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CITYOFONKAPARINGA

9.9 Final revocation report for land off Bayliss Road McLaren Vale to enable sale to the adjoining landowner

Report contact	**Meeting**
David Haslam, Senior Property Officer	Council
8301 7227	
Approving officer	**Date**
Renee Mitchell, Director Planning and Regulatory Services	16 February 2021

1. Purpose

This report confirms the consent from the Minister for Planning and Local Government to the proposal to revoke the community land classification of council land adjoining Bayliss Road, McLaren Vale and recommends Council resolves to formally approve the revocation of the land from its community land classification to enable sale to the adjoining landowner.

2. Recommendations

That for the council owned land described as Closed Road A in Road Plan 1550A comprised in Certificate of Title Volume 6227 Folio 846 and bordered in red on Attachment 1 to the agenda report, Council:

1. **Receives the approval to revoke the subject land from its community land classification from the Minister for Planning and Local Government in letter dated 11 November 2020 as Attachment 2 to the agenda report.**

2. **Resolves to formally approve the revocation of the subject land from its community land classification, as required pursuant to subsection 194(3)(b) of the *Local Government Act 1999* to enable sale of the subject land to the adjoining landowner.**

3. **Authorises the Chief Executive Officer to sign any documents required to finalise the revocation process and the direct disposal of the land to the adjoining landowner at no less than the market value.**

4. **Approves the net proceeds from the sale of the subject land to be assigned to the Community Investment Fund (CIF) to be used in accord with Council's approved use of that Fund.**

3. Executive summary

Council officers identified long standing occupation (planted to mature vines) by the adjoining landowner of a narrow corridor of council land (formerly closed road bordered in red on Attachment 1) off Bayliss Road, McLaren Vale.

The adjoining landowner in occupation has agreed to purchase the subject land at the market value and Council has previously approved the commencement of the revocation process and to seek the approval of the Minister for Planning and Local Government (the Minister) to the revocation.

Following receipt of the Minister's approval, this report is the final procedural step to formally approve the revocation and direct disposal to the adjoining landowner in occupation.

4. Background

Community Plan 2030	**Prosperity** – Council continually reviews its land holdings and considers disposal options when there are no identified community requirements to retain the land. Revocation and sale of the surplus community land creates income for the Community Investment Fund (CIF) to be reinvested into other prioritised community projects.
Policy and/or relevant legislation	*Local Government Act 1999* - Section 194 revocation procedure. Council's Disposal of Land and Other Assets Policy (*Local Government Act 1999,* Section 49 requirement).
Who did we talk to/who will we be talking to	Comprehensive internal consultation was undertaken with officers to ascertain any future requirements for the subject land. Public Consultation to seek community views on the proposal to revoke the community land status of the subject land to enable sale to the adjoining landowner was undertaken in accordance with the approved Community Engagement Plan endorsed by Council on 21 January 2020.

At its meeting on 21 January 2020, Council declared the subject council owned land bordered in red on Attachment 1 (with an area of approximately 5,918 square metres), as surplus to requirements and suitable for disposal to the adjoining landowner in accupation and approved the commencement of the public consultation process.

At its meeting on 16 June 2020, Council noted the limited community feedback (1 respondent) and approved a request being forwarded to the Minister for approval to revoke the community land classification and dispose of the land.

The Minister formally approved the revocation of community land in the letter dated 11 November 2020 (refer Attachment 2) and specifically took into account that Council proposed selling the land direct to the adjoining landowner in occupation, at the market value.

This report is a procedural requirement to finalise the revocation process.

The recommendation to revoke and dispose of the land takes into account that the subject parcel of council community land was closed as a road and vested to council in 1870 and has been planted with vines as part of the adjoining landowner's vineyard for several decades. Council's oldest aerial imagery shows the parcel of council land fenced in with the adjoining land and used for cropping or grazing purposes in 1949, demonstarting longstanding private occupation of the land for in excess of 70 years.

Disposal of the subject land for consolidation with the adjoining land parcel will permanently resolve the long standing private occupation of the land.

5. Discussion

The subject land (bordered in red on Attachment 1) located off Bayliss Road, McLaren Vale was a former public road that was closed and vested in fee simple in Council in 1870. As a result of the vesting, the land automatically became community land and must be dealt with in accordance with the provisions of the Local Government Act 1999.

The subject parcel of community land has been comprehensively investigated through an internal circularisation process and identified as surplus to council needs. In particular, Council's Infrastructure Asset Management Team has advised that the subject land is not required from a

road network planning perspective, nor is it required for any other council purpose. It is a dead end, narrow corridor of land, planted with vines, that is not required to provide any connectivity trail or road network links.

6. Financial implications

Council previously resolved at its meeting on 21 January 2020 to waive its application fee ($297) and processing fee ($2,370) to undertake the revocation of community land process, in recognition of the long standing private occupation and acknowledging the benefit to both Council and the adjoining landowner to permanently resolve this matter.

All additional costs associated with completing the revocation and disposal, including the costs associated with public consultation, valuation, surveying and conveyancing and the market value of the subject land as determined by an independent licensed land valuer, will be borne by the adjoining landowner in accordance with Council's approved 'Disposal of Council Land and Other Assets Policy'.

The adjoining landowner has agreed with this financial arrangement.

No additional financial implications will result from the proposal, as:

- administration costs to manage the transactions will be contained withing existing operational budgets, and;
- net proceeds from the sale of the subject land will be assigned to the CIF.

7. Risk and opportunity management

Risk	
Identify	**Discussion**
The subject land is not approved for revocation and disposal.	Council continually reviews its property portfolio to ensure it is managed in an efficient and sustainable manner and considers disposal options where little or no community benefit is derived from the retention of the land.
	As there is no community, strategic or operational requirement for the subject land to remain in Council's ownership, revocation and disposal is recommended to permanently overcome the encroaching private occupation of vines.
	If the subject land is retained, a licence agreement to authorise private occupation and to offset Council's exposure to public risk and liability issues (inherent in licencing community land to a third party for private use), is a procedural requirement that will require long-term administration.

Opportunity	
Identify	**Maximising the opportunity**
The subject land is revoked and disposed of to the adjoining landowner in occupation and net proceeds are allocated to the CIF.	Consistent with all proposed revocations and disposals, the subject land is first assessed against a range of community, strategic and operational criteria prior to being assessed as surplus to council's needs and appropriate for disposal. Our strategic land use assessment confirmed that the subject land is not required as community land, and disposal, in lieu of long-term retention for no community benefit, is preferred. Revocation and disposal will enable net proceeds to be assigned to the CIF to be used for more beneficial community outcomes and will permanently resolve the private occupation encroaching over Council's community land.

8. Attachments

Attachment 1 – Aerial Photograph of the subject and adjoining land (1 page)

Attachment 2 – Approval letter from the Minister for Planning and Local Government (2 pages)

- END OF REPORT –

CITYOFONKAPARINGA

Final revocation report for land off Bayliss Road McLaren Vale to enable sale to the adjoining landowner

MCLAREN VALE

BAYLISS ROAD

TATACHILLA ROAD

TATACHILLA

The boundaries plotted hereon are indicative only and their location cannot be relied upon as accurate.

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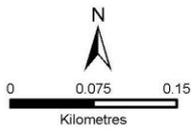
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Kilometres

Legend

Community land proposed for revocation and disposal

Adjoining landowner's land for consolidation

The Hon Vickie Chapman MP

20MLG0419

// November 2020

**Government
of South Australia**

Deputy Premier

Attorney-General

**Minister for Planning
and Local Government**

GPO Exchange
10 Franklin Street
Adelaide SA 5000

GPO Box 464
Adelaide SA 5001
DX 336

Tel 08 8207 1723
Fax 08 8207 1736

Mr Scott Ashby
Chief Executive Officer
City of Onkaparinga
PO Box 1
NOARLUNGA CENTRE   SA   5168

Dear Mr Ashby

I write in response to your letter seeking approval for the City of Onkaparinga's (the Council's) proposal to revoke the community land classification of Closed Road A in Road Plan 1550A comprised in Certificate of Title Volume 6227 Folio 846 (the Subject Land).

I have considered the information provided to me by the Council, and in making my decision, I have taken into account the nature of the public consultation undertaken by the Council.

After carefully considering the effect of the revocation on the area and the local community, I am of the opinion that, on balance, the revocation will be more positive than not in its effect. I approve the Council's proposal to revoke the classification as community land of Closed Road A in Road Plan 1550A comprised in Certificate of Title Volume 6227 Folio 846, as shown on the **attached** map.

In making my decision, I have taken into account that the Council intends to sell the land to the adjoining property owner and that a valuation of the land will be sought before this occurs.

If the Council wishes to proceed with the revocation it will need to pass a motion to revoke the community land classification pursuant to section 194(3)(b) of the *Local Government Act 1999*.
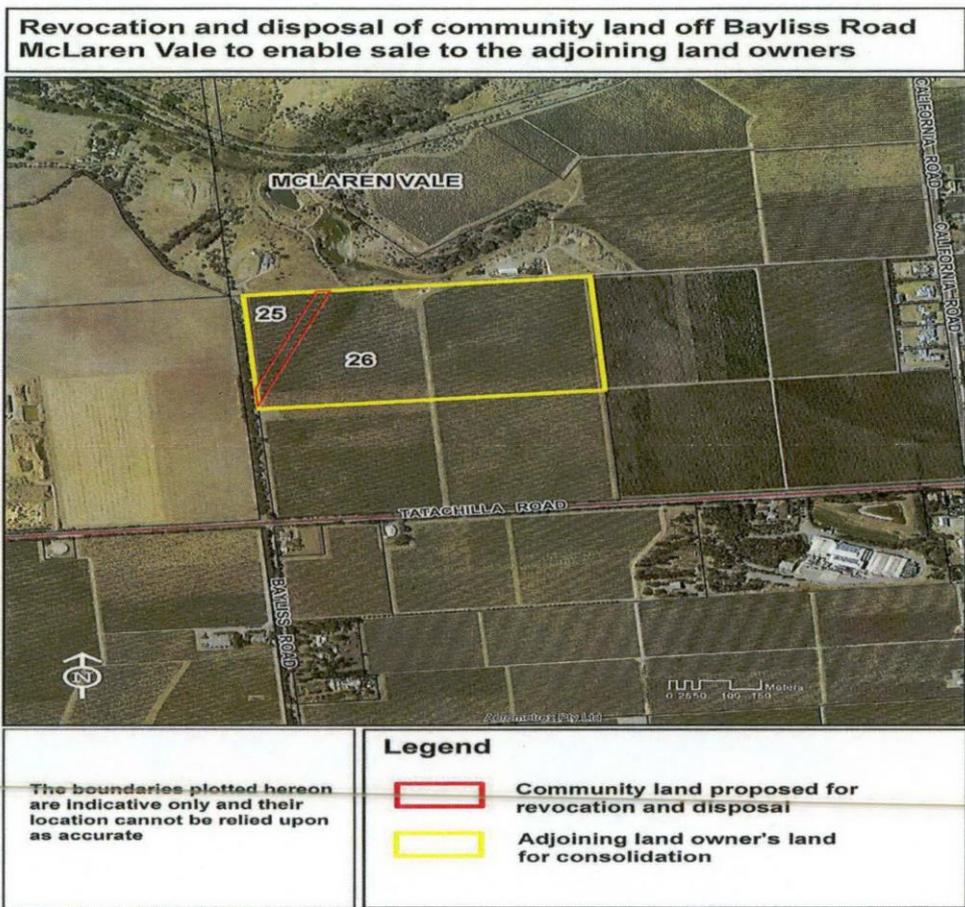
Yours sincerely

VICKIE CHAPMAN MP
DEPUTY PREMIER
MINISTER FOR PLANNING AND LOCAL GOVERNMENT

Attachment: Map showing Subject Land

Attachment 1

Revocation and disposal of community land off Bayliss Road McLaren Vale to enable sale to the adjoining land owners

The boundaries plotted hereon are indicative only and their location cannot be relied upon as accurate

Legend

Community land proposed for revocation and disposal

Adjoining land owner's land for consolidation

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CITYOFONKAPARINGA

9.10 Final revocation report for a portion of council reserve land at 28 Helmsman Terrace Seaford to enable sale to the adjoining landowner

Report contact	**Meeting**
Bernadette Lee, Property Officer Transactions	Council
8384 0016	
Approving officer	**Date**
Renee Mitchell, Director Planning and Regulatory Services	16 February 2021

1. Purpose

This report confirms the consent from the Minister for Planning and Local Government to the proposal to revoke the community land classification of a portion of council reserve land at 28 Helmsman Terrace, Seaford and recommends Council resolves to formally approve the revocation of the land from its community land classification to enable sale to the adjoining landowner of 34 Helmsman Terrace, Seaford.

2. Recommendations

That for the council owned reserve land described as portion of Allotment 625 in Deposited Plan 7973 comprised in Certificate of Title Volume 6202 Folio 787 and bordered in red on Attachment 1 to the agenda report, Council:

1. **Receives the approval to revoke the subject portion of the reserve land from its community land classification from the Minister for Planning and Local Government in letter dated 18 December 2020 as Attachment 2 to the agenda report.**

2. **Resolves to formally approve the revocation of the subject portion of reserve land from its community land classification, as required pursuant to subsection 194(3)(b) of the *Local Government Act 1999,* to enable sale to the adjoining landowner.**

3. **Authorises the Chief Executive Officer to sign any documents required to finalise the revocation process and the direct disposal of the subject portion of land to the adjoining landowner at no less than the market value, with all associated costs being met by the adjoining landowner.**

4. **Approves the net proceeds from the sale of the subject portion of land to be assigned to the Community Investment Fund (CIF) to be used in accordance with Council's approved use of that Fund.**

3. Executive summary

The adjoining landowner of 34 Helmsman Terrace, Seaford made application to purchase the subject portion of council land (bordered in red on Attachment 1) to resolve the irregular boundary of council's land which extends across the frontage of his land.

Revocation and disposal of the subject portion of land will result in the consolidation of the subject land with the adjoining landowner's title and will increase the usable road frontage for the adjoining landowner.

The adjoining landowner has agreed to purchase the subject land at the market value and to meet all costs associated with the revocation and disposal of the land. Council has previously approved the commencement of the revocation process, undertaken public consultation with no objections and resolved to seek the approval of the Minister for Planning and Local Government (the Minister) to the revocation.

Following receipt of the Minister's approval, this report is the final procedural step to formally approve the revocation and direct disposal to the adjoining landowner.

4. Background

Community Plan 2030	**Prosperity** – Council continually reviews its land holdings and considers disposal options when there are no identified community requirements to retain the land. Revocation and sale of the surplus community land creates income for the Community Investment Fund (CIF) to be reinvested into other prioritised community projects.
Policy and/or relevant legislation	*Local Government Act 1999* - Section 194 revocation procedure. Council's Disposal of Land and Other Assets Policy (*Local Government Act 1999,* Section 49 requirement).
Who did we talk to/who will we be talking to	Comprehensive internal consultation was undertaken with officers to ascertain any future requirements for the subject land. Public Consultation to seek community views on the proposal to revoke the community land status of the subject land to enable sale to the adjoining landowner was undertaken in accordance with the approved Community Engagement Plan endorsed by Council on 21 April 2020.

At its meeting on 21 April 2020, Council declared the subject portion of council owned land bordered in red on Attachment 1 (with an area of approximately 45 square metres), as surplus to requirements and suitable for disposal to the adjoining landowner and approved the commencement of the public consultation process. The balance of the council owned land (bordered in blue on Attachment 1) will be retained for its continued use as community land.

At its meeting on 20 October 2020, Council noted the community feedback (2 supporting) and approved a request being forwarded to the Minister for approval to revoke the community land classification and dispose of the subject portion of land.

The Minister formally approved the revocation of community land in the letter dated 18 December 2020 (refer Attachment 2).

This report is a procedural requirement to finalise the revocation process.

5. Discussion

The subject portion of land (bordered in red on Attachment 1) at 28 Helmsman Terrace is a small portion of the wider Helmsman Terrace Reserve located between Helmsman Terrace and Gifford Terrace, Seaford. The land is defined as community land and must be dealt with as such in accordance with the *Local Government Act 1999*.

The subject portion of community land has been comprehensively investigated through an internal circularisation process and identified as surplus to council needs and unanimously supported for disposal.

The recommendation to revoke and dispose of the portion of land takes into account that the current boundaries of the subject portion of land are irregular, extending across the frontage of the adjoining residential property at 34 Helmsman Terrace, Seaford. It is considered preferable to dispose of this small triangular portion of reserve land along a projection of the eastern boundary of the adjoining residential allotment to form a more regular and practical common boundary (for both the council land and the adjoining landowner's land).

The subject land contains one non-regulated, planted tree and rocks associated with the landscaping of the front yard of the applicant's adjoining residential land.

Disposal of the subject portion of land for consolidation with the adjoining land parcel will permanently resolve the irregular boundary, increasing the current road frontage of the adjoining landowner's land from 4.72 metres to approximately 20 metres (subject to survey).

The balance of council's land between Helmsman Terrace and Gifford Terrace (bordered in blue on Attachment 1) is identified as a Local Family reserve and will be retained for its continued use as community land.

6. Financial implications

All costs associated with completing the revocation and disposal, including Council's application and processing fees, the costs associated with public consultation, valuation, surveying and conveyancing will be borne by the adjoining landowner, in accordance with Council's approved 'Disposal of Council Land and Other Assets Policy'.

The adjoining landowner will also be required to pay the market value for the subject land to be consolidated with their title as determined by an independent licenced valuer, also in accordance with Council's approved 'Disposal of Council Land and Other Assets Policy'.

The adjoining landowner has agreed with this financial arrangement.

Net proceeds from the sale of the subject land (if ultimately approved by Council) will be assigned to the Community Investment Fund to be used strictly in accordance with Council's approved use of that Fund.

7. Risk and opportunity management

Risk	
Identify	**Discussion**
The subject portion of land is not approved for revocation and disposal.	Council continually reviews its property portfolio to ensure it is managed in an efficient and sustainable manner and considers disposal options where little or no community benefit is derived from the retention of the land. As there is no community, strategic or operational requirement for the subject portion of land to remain in Council's ownership, revocation and disposal is recommended.

| Opportunity	
Identify	**Maximising the opportunity**
The subject portion of land is revoked and disposed of to the adjoining landowner in occupation and net proceeds are allocated to the CIF.	Consistent with all proposed revocations and disposals, the subject land is first assessed against a range of community, strategic and operational criteria prior to being assessed as surplus to council's needs and appropriate for disposal.
	Our strategic land use assessment confirmed that the subject portion of land is not required as community land, and disposal, in lieu of long-term retention for no community benefit, is preferred.
	Revocation and disposal will enable net proceeds to be assigned to the CIF to be used for more beneficial community outcomes and will permanently resolve the irregular boundary extending across the road frontage of the applicant's land.

8. Attachments

Attachment 1 – Aerial Photograph of the subject portion of land, adjoining land and balance of community land to be retained (1 page)

Attachment 2 – Approval letter from the Minister for Planning and Local Government (1 page)

- END OF REPORT –

CITYOFONKAPARINGA

Final revocation report for a portion of land at 28 Helmsman Terrace Seaford to enable sale to the adjoining landowner
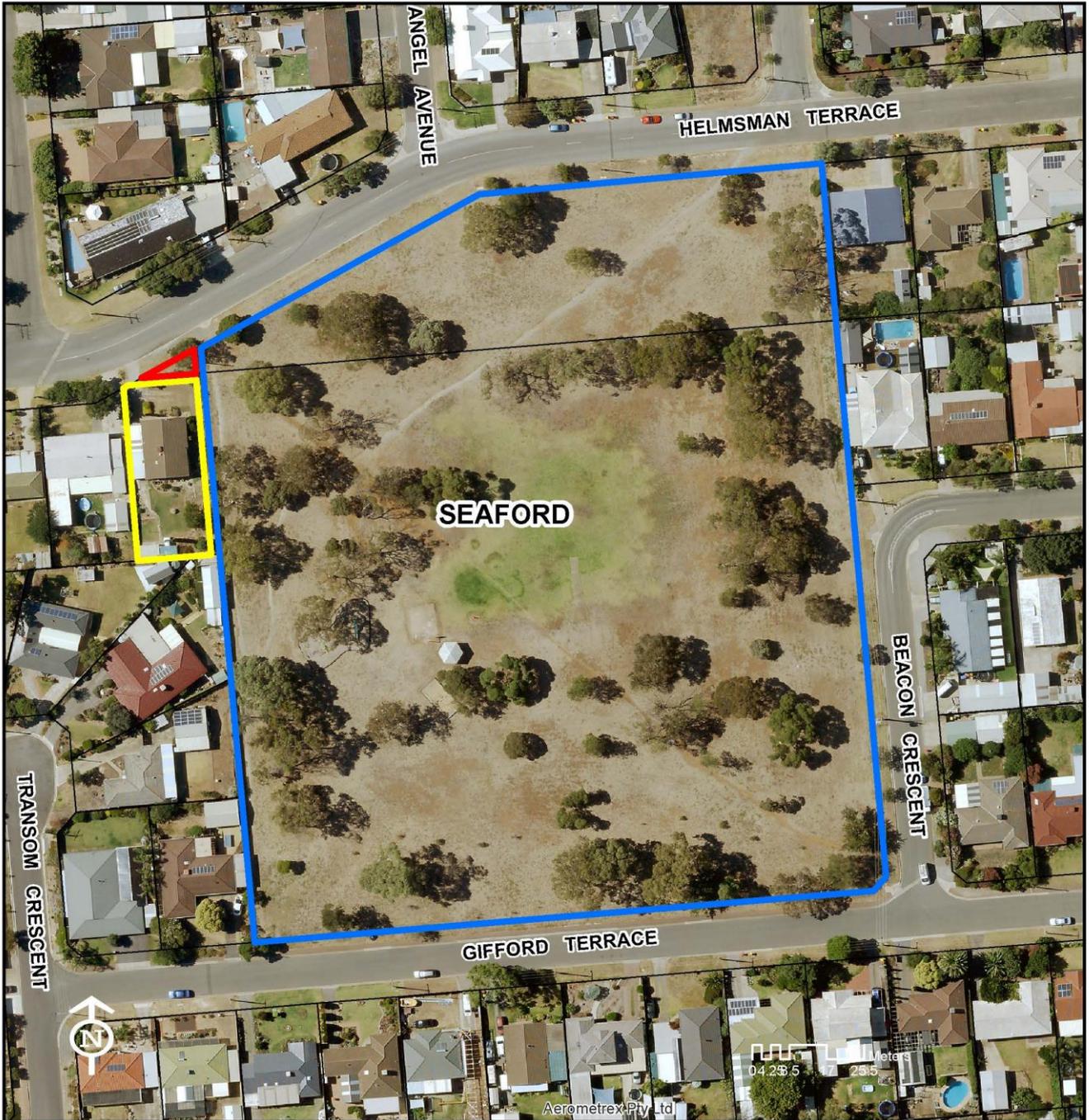
Legend

The boundaries plotted hereon are indicative only and their location cannot be relied upon as accurate

☐ (red) Subject portion of community land proposed for revocation and disposal

☐ (yellow) Adjoining landowner's land

☐ (blue) Balance of community land to be retained

The Hon Vickie Chapman MP

20MLG0550

18 December 2020

Government
of South Australia

Deputy Premier

Attorney-General

**Minister for Planning
and Local Government**

GPO Exchange
10 Franklin Street
Adelaide SA 5000

GPO Box 464
Adelaide SA 5001
DX 336

Tel 08 8207 1723
Fax 08 8207 1736

Mr Scott Ashby
Chief Executive Officer
City of Onkaparinga
PO BOX 1
NOARLUNGA CENTRE SA 5168

By email: mail@onkaparinga.sa.gov.au

Dear Mr Ashby

I write in response to your letter seeking approval for the City of Onkaparinga's
(the Council's) proposal to revoke the community land classification of a portion of
28 Helmsman Terrace, Seaford.

After carefully considering the effect of the revocation on the area and the local
community, I am of the opinion that, on balance, the revocation will be more positive
than not in its effect. I approve the Council's proposal to revoke the classification as
community land on Allotment (Reserve) 625 in Deposited Plan 7973, comprised in
Certificate of Title Volume 6202 Folio 787.

If the Council wishes to proceed with the revocation it will need to pass a motion to
revoke the community land classification pursuant to section 194(3)(b) of the *Local
Government Act 1999*.

Yours sincerely

VICKIE CHAPMAN MP
DEPUTY PREMIER
MINISTER FOR PLANNING AND LOCAL GOVERNMENT

Document Set ID: 5365754
Version: 1, Version Date: 21/12/2020

10. Questions on notice

Nil.

11. Motions on notice

Nl.

12. Petitions

Nil.

13. Urgent business

14. Confidential items

Confidential Clause

If the Council so determines items 14.1 to 14.3 may be considered in confidence under Section 90(2) of the *Local Government Act 1999* on grounds contained in the Recommendations below.

Scott Ashby
Chief Executive Officer

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14.1 Confidential – Southern Region Waste Constituent Council Information Report – Board Meeting 23 December 2020

1. **Exclusion of the public**

   That:

   a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.

   b. the Council is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Council to consider the report at the meeting on the following grounds:

      Section 90(3)(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;

      Section 90(3)(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.

   c. accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

2. **Confidential recommendations**

3. **Period of confidentiality and delegations**

   a. That the matter of Southern Region Waste Constituent Council Information Report – Board Meeting 23 December 2020 having been considered by the Council in confidence under sections 90(2) and 90(3)(b) and 90(3)(d) of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, related attachments, discussion and minutes of the Council relating to the subject matter be remain confidential and not be available for public inspection until the SRWRA Board of Management resolves otherwise.

   b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub-delegate.

   c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999,* Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub-delegate.

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14.2 ICT Reform Project Steering Committee independent member appointment

1. **Exclusion of the public**

    That:

    a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.

    b. the Council is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Council to consider the report at the meeting on the following grounds:

    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).

    The disclosure of information concerning the preferred candidates should be kept confidential to ensure ongoing confidence of discretion for future candidates applying for positions on Council committees.

    c. accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

2. **Confidential recommendations**

3. **Period of confidentiality and delegations**

    a. That the matter of ICT Reform Project Steering Committee Independent Member Appointment having been considered by the Council in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, discussion and minutes of the Council relating to the subject matter be kept confidential until all parties are notified of the outcome of Council's deliberations in respect to the appointment of the Independent Member, with the exception of Attachments 1, 2 and 3 to the agenda report, which are to be kept confidential until the relevant applicants have agreed to their release.

    b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub-delegate.

    c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999,* Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub-delegate.

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14.3 CEO Performance Management Committee meeting confidential minutes of 4 February 2021

1. **Exclusion of the public**

   That:

   a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.

   b. the Council is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Council to consider the report at the meeting on the following grounds:

      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), in this instance being matters related to the terms and conditions of the employment contract for the Chief Executive Officer

      The Council is satisfied that it is reasonably foreseeable that the public disclosure or discussion of information concerning the contract of employment of a person at the meeting would be inconsistent with accepted principles of professional human resource management and that the commercial nature of the information that is presented in this report is not for broader public consumption.

   c. accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

2. **Confidential recommendations**

3. **Period of confidentiality and delegations**

   a. That the matter of CEO Performance Management Committee meeting confidential minutes of 4 February 2021 having been considered by the Council in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, discussion and minutes of the Council relating to the subject matter be kept confidential until 6 August 2032 (being seven years following the expiry of the CEO's contract in accordance with standard human resource record keeping practices), with the exception that this information may be released to the Chief Executive Officer, the Director Corporate, Manager Human Resources and the Independent Advisor.

   b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub-delegate.

   c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999,* Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub-delegate.

15. Closure

Conflict of Interest Disclosure Form

CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS

Councillor: _____ **Date**: _____

Meeting name: _____ **Agenda item no**: _____

1. I have identified a conflict of interest as:

MATERIAL ☐   ACTUAL ☐   PERCEIVED ☐

MATERIAL: Conflict arises when a councillor or a nominated person will gain a benefit or suffer a loss (whether directly or indirectly and whether pecuniary or personal) if the matter is decided in a particular manner. If declaring a material conflict of interest, Councillors must declare the conflict and leave the meeting at any time the item is discussed.

ACTUAL: Conflict arises when there is a conflict between a councillor's interests (whether direct or indirect, personal or pecuniary) and the public interest, which might lead to decision that, is contrary to the public interest.

PERCEIVED: Conflict arises in relation to a matter to be discussed at a meeting of council, if a councillor could reasonably be taken, from the perspective of an impartial, fair-minded person, to have a conflict of interest in the matter – whether or not this is in fact the case.

2. The nature of my conflict of interest is as follows:

(Describe the nature of the interest, including whether the interest is direct or indirect and personal or pecuniary)

_____

_____

3. I intend to deal with my conflict of interest in the following transparent and accountable way:

☐   I intend to **leave** the meeting

    OR

☐   I intend to **stay** in the meeting *(complete part 4)*

4. The reason I intend to stay in the meeting and consider this matter is as follows:

_____

_____

(This section must be filled in. Ensure sufficient detail is recorded of the specific circumstances of your interest.)

and that I will receive no benefit or detriment direct or indirect, personal or pecuniary from considering and voting on this matter.

CONFLICTS MUST ALSO BE DECLARED VERBALLY DURING MEETINGS

Governance use only: Member voted FOR/AGAINST the motion.

Ordinary Business Matters

A **material**, **actual** or **perceived** Conflict of Interest does not apply to a matter of ordinary business of the council of a kind prescribed by regulation.

(1)   *The following ordinary business matters are prescribed under Regulation 8AAA of the Local Government (General) Regulations 2013.*

   (a) *the preparation, discussion, conduct, consideration or determination of a review under section 12 of the Act*

   (b) *the preparation, discussion, adoption or revision of a policy relating to allowances and benefits payable to members if the policy relates to allowances and benefits payable equally to each member (rather than allowances and benefits payable to particular members or particular office holders)*

   (c) *the preparation, discussion, adoption or alteration of a training and development policy under section 80A of the Act*

   (d) *the preparation, discussion, adoption or amendment of a strategic management plan under section 122 of the Act*

   (e) *the adoption or revision of an annual business plan*

   (f) *the adoption or revision of a budget*

   (g) *the declaration of rates (other than a separate rate) or a charge with the character of a rate, and any preparation or discussion in relation to such a declaration*

   (h) *a discussion or decision of a matter at a meeting of a council if the matter—*

      (i) *relates to a matter that was discussed before a meeting of a subsidiary or committee of the council*

      (ii) *the relevant interest in the matter is the interest of the council that established the committee or which appointed, or nominated for appointment, a member of the board of management of the council subsidiary or regional subsidiary.*

(2)   *For the purposes of section 75(3)(b) of the Act, a member of a council who is a member, officer or employee of an agency or instrumentality of the Crown (within the meaning of section 73(4) of the Act) will not be regarded as having an interest in a matter before the council by virtue of being a member, officer or employee.*

Engagement and membership with groups and organisations exemption

A member will not be regarded as having a conflict of interest **actual** or **perceived** in a matter to be discussed at a meeting of council **by reason only of**:

- an engagement with a community group, sporting club or similar organisation undertaken by the member in his or her capacity as a member; or membership of a political party

- membership of a community group, sporting club or similar organisation (as long as the member **is not** an office holder for the group, club or organisation)

- the member having been a student of a particular school or his or her involvement with a school as parent of a student at the school

- a nomination or appointment as a member of a board of a corporation or other association, if the member was nominated for appointment by a Council.

However, the member will still be required to give careful consideration to the nature of their association with the above bodies. Refer Conflict of Interest Guidelines.

For example: If your **only** involvement with a group is in your role as a Council appointed liaison as outlined in the Council appointed liaison policy, you will not be regarded as having a conflict of interest actual or perceived in a matter, and are NOT required to declare your interest.