

# Special Council Meeting Agenda & Reports

**14 April 2021**

## **Our Vision**

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

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

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City of Norwood Payneham & St Peters  
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City of  
Norwood  
Payneham  
& St Peters

9 April 2021

## To all Members of the Council

### NOTICE OF SPECIAL MEETING OF COUNCIL

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

**Wednesday 14 April 2021, commencing at 7.00pm.**

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

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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City of  
**Norwood  
Payneham  
& St Peters**

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**VENUE** Council Chambers, Norwood Town Hall

**HOUR**

**PRESENT**

**Council Members**

**Staff**

**APOLOGIES** Cr Mike Stock

**ABSENT**

1. **CONFIRMATION OF THE MINUTES OF THE COUNCIL MEETING HELD ON 6 APRIL 2021**

2. **STAFF REPORTS**

## 2.1 DRAFT 2021-2022 RECURRENT BUDGET

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**REPORT AUTHOR:** General Manager, Corporate Services  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4585  
**FILE REFERENCE:** qA67879  
**ATTACHMENTS:** A - B

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### PURPOSE OF REPORT

The purpose of this report is to present and obtain “in principle” endorsement of the Draft 2021-2022 Recurrent Budget.

### BACKGROUND

Section 123(8) of *the Local Government Act 1999*, requires the Council to adopt an Annual Business Plan and a Budget for the ensuing financial year after 31 May and except in a case involving extraordinary administrative difficulty, before 31 August.

In accordance with the Council’s agreed strategy, the Draft 2021-2022 Recurrent Budget is prepared in isolation of the decision regarding Rates Revenue and the Projects and Capital Works component of the Annual Budget.

The preparation of the Recurrent Budget prior to consideration of the new Operating Projects (‘discretionary’ budget items), enables the value of funds available for Operating Project programs and services, to be quantified and a ‘priority’ list of these items to be established for inclusion in the Annual Budget, based on available funding, need and priority.

The Projects expenditure components of the Draft 2021-2022 Budget are presented to the Council for consideration at Agenda Item 2.2. The Draft 2020-2021 Annual Business Plan (which incorporates all components of the 2020-2021 Budget), will be considered at the Council Meeting scheduled on 3 May 2021.

The Draft 2020-2021 Annual Business Plan and Budget will be released for public consultation for a period of twenty-one (21) days as required by *the Local Government Act 1999*.

### RELEVANT POLICIES & STRATEGIC DIRECTIONS

The Council’s long term strategic direction is outlined in *City Plan 2030: Shaping our Future*. The Draft 2021-2022 Annual Business Plan and supporting Draft 2021-2022 Budget, sets out the proposed services and programs and explains how the Council intends to finance its continuing activities which are proposed to be undertaken during the year.

The Council’s Long Term Financial Plan (LTFP), is a key document in the Council’s Planning Framework. It is the primary financial management tool which links the Council’s Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Assets Management Plans and the Annual Business Plan and Budget.

Financial sustainability underpins the Council’s Financial Goals and Outcomes, which are set out in the Long Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

From an operational perspective, financial sustainability is being able to manage the conflict between keeping rate revenues increases to a reasonable level, maintaining existing service standards and spending on new services and major capital investments.

The Draft 2021-20212Budget is developed on the basis of ensuring that it will assist in delivering on the Councils Long Term Strategic direction and financial objectives set out in the LTFP.

## **FINANCIAL AND BUDGET IMPLICATIONS**

For the 2021-2022 Financial year, the 2021-2031 LTFP sets out a Recurrent Operating Deficit of \$437,000 million, based on a Rate Revenue increase of 4.6%.

To ensure that the Council can deliver on its financial objectives as set out in the Council's Long Term Financial Plan, the Draft Recurrent Budget should be developed within the budget parameters which were adopted by the Council at its meeting held on 21 January 2020 and on this basis, targets a Recurrent Operating Deficit in the order of \$219,000 (prior to factoring in any Rate Revenue increase).

In line with the Councils Budget Framework, the Draft Recurrent Budget is considered and endorsed "in principle" prior to the inclusion of Rate Revenue increases and the impact of Operating Projects.

The Council will consider the Operating Projects, at Agenda Item 2.2.

## **EXTERNAL ECONOMIC IMPLICATIONS**

Given the current economic climate, as the State recovers from the impacts of the COVID-19 pandemic, the decisions made by the Council with respect to the draft 2021-2022 Budget and consequent rating decisions will have a financial impact on property owners and suppliers of goods and services to the Council. The level of impact will be dependent on the final decisions which the Council determines in respect to the service levels and the level of income required to meet the agreed service levels.

## **SOCIAL ISSUES**

No Applicable.

## **CULTURAL ISSUES**

Not Applicable.

## **ENVIRONMENTAL ISSUES**

Not Applicable.

## **RESOURCE ISSUES**

Not Applicable.

## **RISK MANAGEMENT**

The draft 2021-2022 Budget will be impacted upon by the decisions of the Federal Government and State Government in handing down their respective budgets. The Federal Government Budget is scheduled to be handed down on 11 May 2021, with the State Budget scheduled to be handed down in June. At the time of writing this report, the date the State Budget is scheduled to be delivered is yet to be confirmed.

As a result, the Recurrent Budget presented in this report, has been developed on the following assumptions;

- that the Financial Assistance Grants, comprising of the General Assistance Grant and the Road Funding Grant, will be provided based on the current funding arrangements of four (4) quarterly installments, with the value of funding being indexed by 2%;
- Supplementary Road funding to South Australia will not be re-instated;
- State Government Charges, which are set by Legislation, are yet to be indexed;
- no further increase in the Solid Waste Levy beyond the current fee of \$145 per tonnes; and
- no new fees and charges will be introduced.

Any adjustments to the Recurrent Budget arising from either the Federal or State Budgets will be incorporated when the information becomes available.

Notwithstanding this, the preparation of the Draft 2021-2022 Annual Business Plan and Budget will be prepared to ensure the Council meets its legislative responsibility in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

## CONSULTATION

- **Elected Members**

An overview of the Draft 2021-2022 Recurrent Budget was provided to Elected Members at an Information Briefing held on 17 March 2021.

- **Community**

As a result of the COVID-19 pandemic, the requirement to hold a public meeting in respect of the draft Annual Business Plan and budget was suspended as per the *Public Access and Public Consultation Notice (No 2) 2020* (the "Notice"). The provisions of the Notice are still in place, therefore the Council is not required to hold a public meeting for the purpose of receiving feedback and comments on the Draft 2021-2022 Annual Business Plan and Budget.

Should the Council wish to hold a Public Meeting, the Council must pass a resolution to hold a public meeting. Notwithstanding this, the community will be provided the opportunity have input into the Draft 2020-2021 Recurrent Budget through public consultation on the Draft Annual Business Plan, which is scheduled from Wednesday 12 May 2021 through to 1 June 2021.

- **Staff**

The preparation of the Draft 2021-2022 Recurrent Budget has been completed with the involvement of the Chief Executive Officer, General Managers and council staff responsible for budget management.

- **Other Agencies**

Not Applicable.

## DISCUSSION

The Draft 2020-2021 Recurrent Budget is based on the continuation of existing services and priorities, as determined by the Council, being appropriately resourced and that the Council can maintain the service standards for its existing services to support the delivery of the Strategic Objectives outlined in the Council's *CityPlan 2030: Shaping our Future* and that those services receive appropriate funding.

The key driver therefore is to develop a Recurrent Budget that not only contributes to the Council's broader strategic objectives of achieving *Community Well-being*, but also ensures that the Council is managing its financial resources in a sustainable and equitable manner and to ensure that future financial shocks can either be avoided or managed in a measured way, so that the funding requirements are balanced with ensuring that the community does not face unreasonable increases in their annual rates contribution.

### Budget Parameters/Assumptions

As in previous years, at this stage of the process no increase in rate revenue has been accounted for in the preparation of the Draft Recurrent Budget. Rate revenue increases will be determined once the Council has endorsed the non-rate revenue and expenditure components of the Draft Budget and considered the proposed initiatives (Operating Projects) to be introduced or undertaken during 2021-2022.

In developing the Draft 2021-2022 Recurrent Budget, the following principles and assumptions have been applied:

- the Recurrent Operating Budget be prepared based on the provision of existing services, programs and activities;
- the cost escalation for Material, Contracts and Other Expenses has been set at a maximum of 1.5%;
- Wages and Salaries increases are based on the Council's Enterprise Agreements; and
- fees and charges not set by Legislation are increased by 1.75% at a minimum.

The Target Recurrent Operating Deficit (which has been determined by reference to the 2021-2031 LTFP and the budget parameters endorsed by the Council), prior to any Rate Revenue increase, is \$219,000.

### 2021-2022 Recurrent Budget Overview

The Draft 2021-2022 Recurrent Budget provides for an Operating Deficit, before Rate Revenue increases and Operating Projects, of \$398,000. A copy of the Draft Recurrent Budget is contained in **Attachment A**.

The key components of the Target Budget compared to the Draft 2020-2021 Recurrent Budget, excluding rate revenue, are shown in Table 1 below:

**TABLE 1: 2021-2022 DRAFT BUDGET vs 2021-2022 TARGET BUDGET**

	Draft Budget	2021-2022		Variance Fav/(Unfav)	LTFP
		Target Budget	Variance Fav/(Unfav)		
	\$'000	\$'000	\$'000	%	\$'000
Rate Revenue *	36,493	36,493	0	0.00%	36,257
Non Rate Revenues	8,615	8,819	(204)	(2.3%)	8,856
Interest Income	111	113	(2)	(1.8%)	113
<b>Total Income</b>	<b>45,219</b>	<b>45,425</b>	<b>(206)</b>	<b>(0.46%)</b>	<b>45,225</b>
<b>Recurrent Expenditure</b>					
Employee Expenses	16,116	16,287	171	1.1%	15,961
Contracts, Material & Other Expenses	18,131	18,059	(72)	0.4%	18,403
Finance Costs	730	773	43	5.6%	773
Depreciation	10,640	10,525	(115)	(1.1%)	10,525
<b>Total Expenditure</b>	<b>45,617</b>	<b>45,644</b>	<b>27</b>	<b>0.01%</b>	<b>45,662</b>
<b>Recurrent Operating Surplus</b>	<b>(398)</b>	<b>(219)</b>	<b>(178)</b>		<b>(437)</b>
<b>Recurrent Operating Surplus Ratio</b>	<b>(0.88%)</b>	<b>(0.48%)</b>			<b>(0.97%)</b>

It should be noted that Finance Cost's detailed in Table 1 above, are based on the interest cost on existing borrowings. The extent of new borrowings which are required and the subsequent financing costs, will be determined once the 2021-2022 Capital Expenditure Budget has been finalised and endorsed by the Council.

In setting the general parameters for the preparation of the Draft 2021-2022 Budget, the Council endorsed budget parameters which set the maximum combined increase in the overall budget of 1.75%. Overall, the Recurrent Operating Expenditure compared to the 2020-2021 Adopted Recurrent Budget, exclusive of Ownership Costs is 1.4%.

It should be noted that the Draft Recurrent Budget as presented in this report includes the transfer of funding associated with the following Operating Projects, which in line with the Council's Budget Policy are recommended for inclusion in the Recurrent Budget.

- *Melodies in the Park* and *Symphonies in the Park* (\$40,000).
- *Movie on the Oval* (\$7,000)
- Youth Arts Program (\$19,000)

The Concert in Park events and Youth Arts Program have been well supported by the Community since their introduction and therefore it is recommended that these programs be included as part of Recurrent Budget.

In addition, while not being in-place for three (3) years, due to the nature of the expenditure, it is recommended that the following items, which were part of the 2020-2021 Projects Budget be included in the Recurrent Budget:

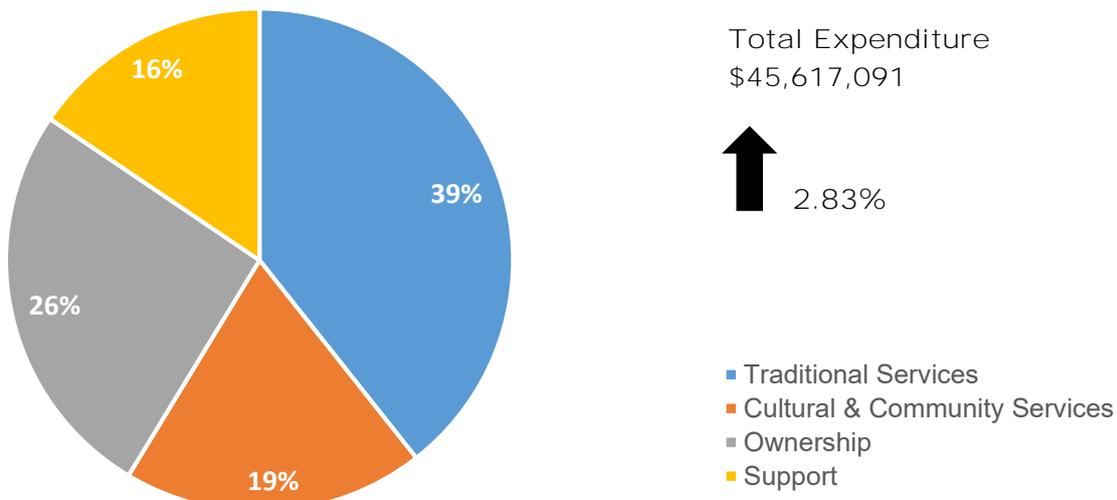
- Traffic Engineer and Traffic & Integrated Transport Investigations (\$224,000)
- On-going system support and licencing for Electronic Document Management System (\$40,000)

It should be noted, the 2021-2031 LTFP included an allowance for the abovementioned items.

The total recurrent expenditure is \$45.617 million, with just over \$34.247 million (74%) of the total expenditure being more readily influenced by the decisions made as part of the budget process. The remaining \$11.4 million (26%) of expenditure relates to Ownership costs, which are a result of past investment decisions in respect to the upgrading existing assets or building new assets. While the level of expenditure cannot be influenced or changed in the current year, the future ownership costs are influenced by the decisions made in respect to the amount of expenditure incurred in 2021-2022 on investment in new and upgraded assets.

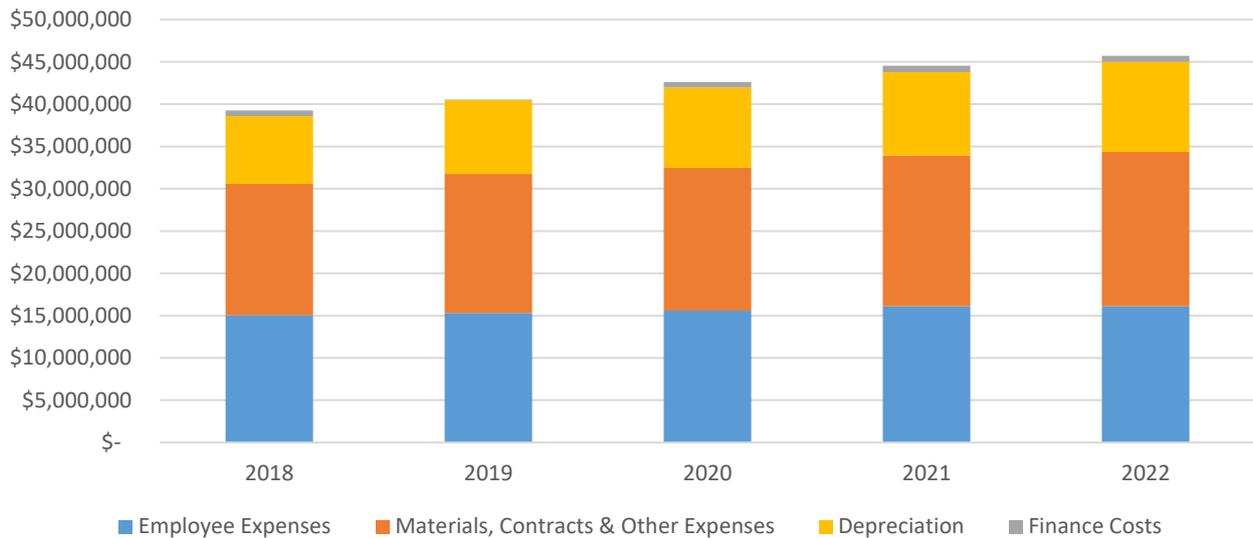
As detailed in Figure 1 below, services, programs and activities delivered through the Recurrent Budget, can be classified into *Traditional Services*, which are the provision of a range of services, programs and infrastructure to meet the needs and expectations of the community. A number of these services are the responsibility of the Council by virtue of the requirements of the *Local Government Act 1999* and other relevant legislation. Other services, which are classified into *Cultural and Community*, are provided by the Council in response to the Community's interest, expectation and/or needs. Together, these services represent 59% (\$25.8 million) of the draft Recurrent Budget. These services, programs and activities are supported by the Councils' *Governance and Administration* structure. These support services represent 16% (\$6.8m) of the draft Recurrent Budget. The final component of the Recurrent Budget is Ownership Costs (\$11.4m). These costs are being now incurred as a result of past investment decisions in long term assets and as such the Council has little influence over the value of these costs for the current year. The Council can however influence future costs associated with the decision that are made with respect to the level of capital investment in new and upgraded assets when considering the 2021-2022 Projects Budget.

**FIGURE 1: COMPONENTS OF DRAFT RECURRENT BUDGET**



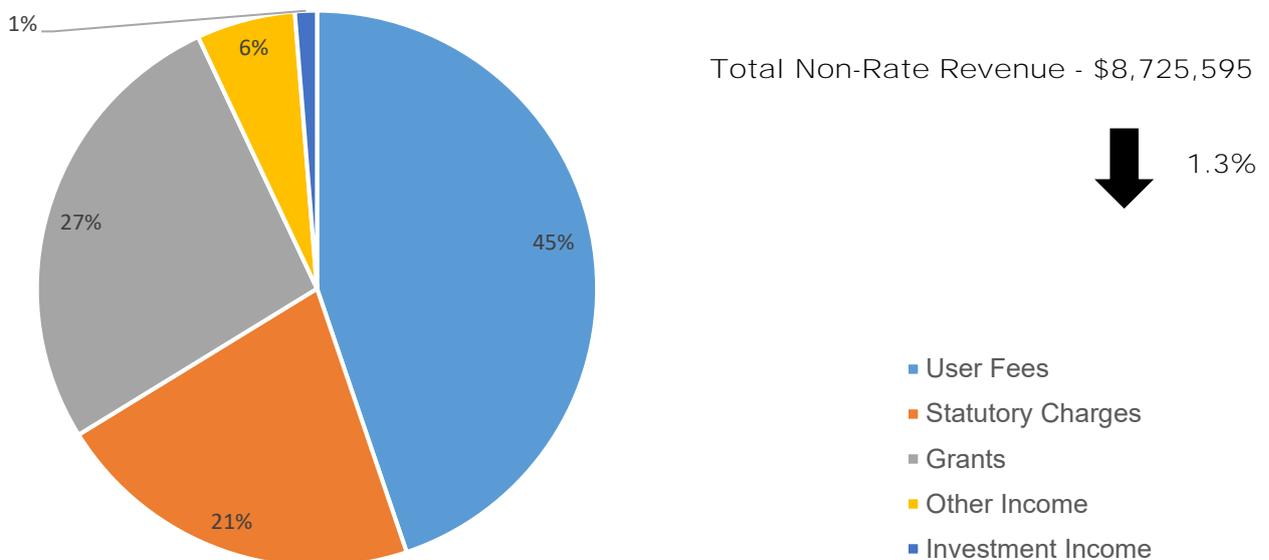
The cost elements of the Recurrent Budget as detailed in Figure 2 below, are Employee Expenses, which represent 35%, Material, Contracts & Other Expenses, which represent 40%, Depreciation which represents 23% and Finance Costs (excluding any new borrowings) which represent 2% of the total draft Recurrent Budget. Over the past five years, Material, Contracts & Other Expenses and Finance costs, as a percentage of the total recurrent budget have been consistent, where as Employee Expenses have been decreasing from 38% of the total budget to 35% and ownership costs increasing from 20% to 23% of the total Recurrent Budget. The overall Recurrent Budget increase for 2021-2022 is 2.83%, with the increase being driven predominately by depreciation expense.

**FIGURE 2 : COST ELEMENTS**



Rate revenue is the Council's major source of income and funds in the order of **80%** of the Council's recurrent expenditure. The balance is funded from non-rate revenue which is predominately made up of User Charges (45%) which incorporate Child Care Centre fees, Swimming Centre charges, Hire and Lease fees associated with Council facilities, HACC Services; Grant Income (27%) and Statutory Charges (21%) which incorporates Dog Registration fees, Parking Infringements, Residential Parking permits, Planning & Development fees, Hoarding Licences, Outdoor Dining permits. Non-rate revenue represents 20% of the Council's total revenue, with the \$8.726 million being factored into the draft Recurrent Budget.

**FIGURE 3: BREAKDOWN OF NON-RATE REVENUE**



Revenue derived from the Council's main sources of non-rate revenue (statutory and user charges) has remained stable over the last five (5) years. The static and /or diminishing nature of other revenue sources means that the Council is increasingly dependent on Rate revenue to fund the provision of services and programs.

User Charges includes fees payable for the use of the Council's discretionary services and facilities, with 86% of the Council's User Charges income being generated from the St Peters Child Care Centre & Pre-school, the Swimming Centre's and the Norwood Concert Hall.

Statutory Charges includes fees and charges that are set by legislation. In some circumstances, such as Parking Infringements, the fees charged are set at a fixed rate set out in the respective legislation, where as other legislation allows the Council to charge a fee with the value of the fee determined by the Council, up to a maximum limit as set out in the legislation (i.e. Dog Registration Fees). Income earned from Parking Expiration Notices is the main source (57%) of Statutory Charges Income.

Table 2 below sets out additional information on the Recurrent Operating Budget by functional area.

**TABLE 2 – DRAFT 2021-2022 RECURRENT BUDGET BY FUNCTION**

Function	Expenditure	Income	Net Operating Surplus / (Deficit)
<b>General Rates</b>	<b>1,632,150</b>	<b>36,365,953</b>	<b>34,773,803</b>
<b>Traditional Service</b>	<b>17,325,344</b>	<b>3,091,657</b>	<b>(14,233,687)</b>
Infrastructure Management	4,824,609	365,000	(4,459,609)
Trees Parks, Sport & Recreation	4,310,574	622,282	(3,688,292)
Waste management	4,400,346	43,000	(4,357,346)
Economic Development, Regulatory Services, Environment & Planning	<b>3,789,815</b>	<b>(2,061,375)</b>	<b>(1,728,440)</b>
<b>Cultural and Community</b>	<b>8,472,435</b>	<b>4,541,188</b>	<b>(3,931,247)</b>
Community Events, Arts & Heritage	930,139	8,000	( 922,139)
Libraries & Community Facilities	4,683,752	3,696,178	(987,574)
Community Services Health Aged & Youth Services	2,858,544	837,010	(2,021,534)
<b>Governance, Administration &amp; Communications</b>	<b>6,817,157</b>	<b>1,111,750</b>	<b>(5,705,407)</b>
Governance	1,956,749	300,000	(1,656,749)
Administration	4,270,437	791,750	(3,478,687)
Communications	589,971	20,000	(569,971)
<b>Ownership &amp; Financing</b>	<b>11,370,005</b>	<b>108,500</b>	<b>(11,261,505)</b>
<b>Total</b>	<b>46,617,091</b>	<b>45,219,048</b>	<b>(398,043)</b>

Additional information relating to the Draft 2021-2022 Recurrent Budget by Function is contained in **Attachment B**.

**Public Meeting**

Pursuant to S123(4)(a)(i)A of the *Local Government Act 1999* (the Act), the Council's Public Consultation Policy must provide for a Public Meeting to be held in relation to the draft Annual Business Plan and Budget. However, due to the COVID-19 pandemic, the requirement to hold a public meeting in respect of the draft Annual Business Plan and Budget was suspended as per the *Public Access and Public Consultation Notice (No 2) 2020* (the "Notice"). The Notice remains in force, therefore the Council is not required to hold the public meeting as required by S123 of the Act. However, while the Notice remains in place, the Council can determine to hold a Public Meeting in relation to the 2021-2022 Draft Annual Business Plan and Budget. To do so, the Council must resolve that it will hold a Public Meeting as part of the Annual Business Plan and Budget process. It is recommended that the Council to hold a Public Meeting for the purpose of receiving feedback and comments on the Draft 2021-2022 Annual Business Plan and Budget.

## OPTIONS

The Council has the following options in respect to the consideration of this matter;

- endorse 'in principle' the Draft 2021-2022 Recurrent Budget as contained in **Attachment A**; or
- amend the Draft 2021-2022 Recurrent Budget as contained in **Attachment A**, as determined by the Council.

Option 1 is recommended as it meets the financial targets set out in the Council's LTFP and is in line with the Budget Parameters and Guidelines adopted by the Council at the meeting held on 18 January 2021.

## CONCLUSION

The draft Recurrent Budget as presented in this report is based on the Council continuing to deliver its existing services, program and activities.

To ensure that a responsible budget is set, the Council has adopted a series of Budget Parameters, to guide Council Staff in preparing their respective budget estimates. As detailed in this report, the Draft 2020-2021 Recurrent Budget has been delivered with reference to these guidelines and where the parameters have not been achieved, the reasons have been provided.

## COMMENTS

If Elected Members have any questions in relation to specific budget items or proposed allocations, please do not hesitate to contact the General Manager, Corporate Services on 8366 4585, prior to the meeting as these discussions may assist in resolving any enquiry prior to the meeting.

## RECOMMENDATION

1. That the Draft 2021-2022 Recurrent Budget, as contained in Attachment A, be endorsed "in principle", subject to the presentation and adoption of a consolidated report for the Council's consideration on the 2021-2022 Annual Business Plan and Budget.
2. That, notwithstanding the terms of the Community Consultation Policy (as modified by the making of the Public Access and Public Consultation Notice (No.2) 2020) the Council determines that it will hold a Public Meeting as part of its consultation activities with respect to the draft 2021-2022 Annual Business Plan and Budget.
3. That the Chief Executive Officer be authorised to:
  - a. arrange for the Public Meeting to be held;
  - b. provide notice to the public of the Public Meeting in such manner and form as determined by the Chief Executive Officer; and
  - c. cancel entirely or defer the holding of the Public Meeting in the event it cannot be accommodated in line with relevant State Government public health/emergency directions, regulations or legislation related to COVID-19.

## Attachments – Item 2.1

# Attachment A

## Draft 2021-2022 Recurrent Budget

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& St Peters**

## 2021-2022 Draft Recurrent Budget

2020-2021		2021-2022				LTFP
Adopted Budget		Draft Budget	Target Budget	Variance Fav/(Unfav)	Variance Fav/(Unfav)	
36,493,453	Rates	36,493,453	36,493,453	-		36,257,197
1,808,500	Statutory Charges	1,865,875	1,840,149	25,726	1.4%	1,845,820
3,929,117	User Charges	3,910,411	3,997,877	(87,466)	-2.2%	3,999,533
2,343,545	Grants, Subsidies & Contributions	2,340,869	2,384,557	(43,688)	-1.8%	2,407,877
586,203	Other Income	497,940	596,462	(98,522)	-16.5%	602,318
174,500	Investment Income	110,500	112,500	(2,000)	-1.8%	112,500
<b>45,335,318</b>	<b>Total Recurrent Income</b>	<b>45,219,048</b>	<b>45,424,997</b>	<b>(205,949)</b>	<b>-0.5%</b>	<b>45,225,245</b>
15,967,427	Employee Expenses	16,115,712	16,286,776	171,064	1.1%	15,961,102
17,792,415	Materials, Contracts & Other Expenses	18,131,374	18,059,301	(72,073)	-0.4%	18,402,611
750,000	Finance Costs	730,000	773,189	43,189	5.6%	773,189
9,849,338	Depreciation, amortisation & impairment	10,640,005	10,525,006	(114,999)	-1.1%	10,525,006
<b>44,359,180</b>	<b>Total Recurrent Expenditure</b>	<b>45,617,091</b>	<b>45,644,272</b>	<b>27,181</b>	<b>0.1%</b>	<b>45,661,908</b>
<b>976,138</b>	<b>Recurrent Operating Surplus / (Deficit)</b>	<b>(398,043)</b>	<b>(219,275)</b>	<b>(178,768)</b>		<b>(436,663)</b>
<b>2.15%</b>	<b>Recurrent Operating Ratio</b>	<b>(0.88%)</b>	<b>(0.48%)</b>			<b>(0.97%)</b>

### Budget Parameters

Key Indicator	Target Budget Budget Parameter	Draft Budget	Achievement of Budget Parameter
Recurrent Operating Surplus /Deficit (LTFP)	(\$436,663)	(\$398,000)	✓
Recurrent Operating Surplus Ratio (LTFP)	(0.97%)	(0.88%)	✓
Salary and Wages Growth	2.0%	0.93%	✓
Contracts, Material & Other Expenditure*	1.5%	1.9%	✗
Combined Salaries and Contracts, Material & Other Expenditure*	1.75%	1.4%	✓
Revenue from User Fees	1.75%	(0.5%)	✗

\* Increase on 2020-2021 Adopted Budget, adjusted for Operating Projects transferred to the recurrent budget.

# Attachment B

## Draft 2021-2022 Recurrent Budget

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**TRADITIONAL SERVICES**

Services, programs and infrastructure to meet the needs of the community. A number of these services are a responsibility of the Council by virtue of the *Local Government Act 1999* and other relevant legislation.

	Expense	Income	Net Cost /(Surplus)
 <b>Infrastructure Management</b>			
Asset Management & Projects	560,982	-	560,982
Footpath , Kerb & Water Table Maintenance	1,045,571	-	1,045,571
Public Lighting	595,000	-	595,000
Road & Traffic Management	885,185	365,000	520,185
Storm water Network	160,325	-	160,325
Streetscape Maintenance	1,058,369	-	1,058,369
<b>Total - Infrastructure Management</b>	<b>4,305,432</b>	<b>365,000</b>	<b>3,940,432</b>
 <b>Trees Parks, Sport &amp; Recreation</b>			
Reserve Maintenance	2,017,215	-	2,017,215
Sporting & Recreational Facilities	479,486	95,450	384,036
Street Trees	1,318,968	-	1,318,968
Swimming Centres	1,014,082	526,832	487,250
<b>Total - Trees Parks, Sport &amp; Recreation</b>	<b>4,829,751</b>	<b>622,282</b>	<b>4,207,469</b>
 <b>Waste Management</b>			
Hard Waste, E Waste & Illegal Dumping	351,023	-	351,023
Public Litter Bin	154,718	-	154,718
Waste Collection	2,034,605	43,000	1,991,605
Waste Disposal	1,860,000		1,860,000
<b>Total - Waste Management</b>	<b>4,400,346</b>	<b>43,000</b>	<b>4,357,346</b>
 <b>Economic Development, Regulatory Services, Environment &amp; Planning</b>			
Economic Development	818,261	349,875	468,386
City Planning	1,918,779	397,500	1,521,279
Environmental Management	379,386	51,500	327,886
Regulatory Services	673,389	1,262,500	(589,111)
<b>Total - Economic Development, Regulatory Services, Environment &amp; Planning</b>	<b>3,789,815</b>	<b>2,061,375</b>	<b>1,728,440</b>
<b>Total – Traditional Services</b>	<b>17,325,344</b>	<b>3,091,657</b>	<b>14,233,687</b>


**Cultural & Community Services**

Services, programs and activities provided by the Council in response to the Community's interest and or need.

	Expense	Income	Net Cost /(Surplus)
 <b>Community Services Health Aged &amp; Youth Services</b>			
Child Care Centre	2,469,705	2,490,309	(20,604)
Home Care & Community Programs	1,346,894	1,205,869	141,025
Health Services	572,000	0	572,000
Volunteer Services	153,898	0	153,898
Youth Services	141,255	0	141,255
<b>Total Community Services Health Aged &amp; Youth Services</b>	<b>4,683,752</b>	<b>3,696,178</b>	<b>987,574</b>
 <b>Libraries &amp; Community Facilities</b>			
Community Facilities	336,720	-	336,720
Facilities for Hire	189,804	80,600	109,204
Facilities for Lease	221,283	232,810	(11,527)
Library Services	1,772,213	148,000	1,624,213
Norwood Concert Hall	338,524	375,600	(37,076)
<b>Total - Libraries &amp; Community Facilities</b>	<b>2,858,544</b>	<b>837,010</b>	<b>2,021,534</b>
 <b>Community Events, Arts &amp; Heritage</b>			
Community Arts	170,573	5,000	165,573
Cultural Heritage	167,015	-	167,015
Events	592,551	3,000	589,551
<b>Total - Community Events, Arts &amp; Heritage</b>	<b>930,139</b>	<b>8,000</b>	<b>922,139</b>
<b>Total - Cultural and Community</b>	<b>8,472,435</b>	<b>4,541,188</b>	<b>3,931,247</b>

## Governance, Administration & Communications

Services and activities, which support the delivery of the Council's Traditional and Cultural and Community Services, programs and infrastructure

### Ownership

The ongoing costs as a result of past investment decision in long term assets

	Expense	Income	Net Cost /(Surplus)
<b>Governance, Administration &amp; Communications</b>			
<b>Governance</b>			
Corporate Governance	1,956,749	300,000	1,656,749
<b>Administration</b>			
Council Administration	683,199	790,000	(106,801)
Customer Service	458,265	1,750	456,515
Financial Management & Services	819,896	-	819,896
HR & Employee Services	663,030	-	663,030
Information Management & Services	1,534,649		1,534,649
Rates	111,398		111,398
<b>Total – Administration</b>	<b>4,270,437</b>	<b>791,750</b>	<b>3,478,687</b>
Communications	589,971	20,000	569,971
<b>Total - Governance, Administration &amp; Communications</b>	<b>6,817,157</b>	<b>1,111,750</b>	<b>5,705,407</b>
<b>Ownership</b>			
Depreciation	10,640,005		10,640,005
LT Financing	730,000	108,500	621,500
<b>Ownership &amp; Financing</b>	<b>11,370,005</b>	<b>108,500</b>	<b>11,261,505</b>

## 2.2 2021-2022 OPERATING AND CAPITAL PROJECTS BUDGET

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**REPORT AUTHOR:** General Manager, Corporate Services  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 83664585  
**FILE REFERENCE:** qA67879  
**ATTACHMENTS:** A - C

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### PURPOSE OF REPORT

The purpose of this report is to provide for the Council's consideration and "in principle" endorsement, the Operating and Capital Projects Budget components of the Draft 2021-2022 Budget (the Draft Budget).

### BACKGROUND

Pursuant to the provisions contained in Chapters 8, 9 and 10 of the *Local Government Act 1999 (the Act)*, the Council is required to adopt for each financial year, an Annual Business Plan (ABP) and Budget, after 31 May and before 31 August.

Part 2 of the Act, "Annual Business Plans and Budgets", requires the Council to consider its budget in conjunction with the Council's Annual Business Plan and adopt it following adoption of the Annual Business Plan.

Pursuant to Section 123 (3) of the Act, before the Council adopts an Annual Business Plan, the Council must prepare a draft Annual Business Plan and make it available for public consultation.

The Draft 2021-2022 Recurrent Budget which was considered by the Council at Agenda Item XX, projects an Operating Deficit of \$398,000, on a full accrual basis, prior to taking into account any increase in Rate Revenue and Operating Projects.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

The Council's long term strategic direction is outlined in *City Plan 2030: Shaping our Future*. The Draft 2021-2022 Annual Business Plan and supporting Draft 2021-2022 Budget, sets out the proposed services and programs and explains how the Council intends to finance its continuing activities which are proposed to be undertaken during the year.

The Council's Long Term Financial Plan (LTFP), is a key document in the Council's Planning Framework. It is the primary financial management tool which links the Council's Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Assets Management Plans and the Annual Business Plan and Budget.

Financial sustainability underpins the Council's Financial Goals and Outcomes, which are set out in the Long Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

In determining the services and projects which are to be proposed to be provided or delivered in 2021-2022, the Council must ensure that they will assist in delivering on its Long Term Strategic directions and financial objective set out in the LTFP, *Infrastructure and Asset Management Plans* and *City Plan 2030 – Shaping our Future*.

### FINANCIAL AND BUDGET IMPLICATIONS

In developing the Draft 2021-2022 Projects Budget, consideration has been given to the appropriateness and merit of the each proposal, the operational need and the available resources to undertake or manage the various projects and initiatives. In undertaking the assessment, each project was scored against a Project Ranking Matrix which takes into account the serviceability of the existing assets, the risk associated with the project, the relevance to the Council's Strategic outcomes (ie as contained in *City Plan 2030*) and existing strategies and plans and whether the project proposal had been identified within the Council's Long Term Financial Plan.

The 'in-principle' endorsement of the Draft Project Budget as presented in this report, will result in a Draft 2021-2022 Budget (prior to the incorporation of any Rate Revenue increases) which will deliver an Operating Deficit of \$957,745 and a Net Surplus (after capital income) of \$3.258 million.

It should be noted that the Draft Budget Operating Surplus includes \$362,000 from the Federal Governments Roads-to-Recovery Grant Funding Program. In respect to this Program, the Council receives funding annually from the Federal Government under the Roads-to-Recovery Program to undertake works over and above the Councils existing Civil Infrastructure Capital Works Program. For 2021-2022, it is proposed that the Roads-to-Recovery funding will be utilised to undertake the reconstruction of Battams Road, from Addison Avenue through to Second Avenue.

## **EXTERNAL ECONOMIC IMPLICATIONS**

Given the current economic climate as the state recovers from the impacts of the COVID-19 pandemic, the decisions made by the Council with respect to the draft 2021-2022 Budget and rating decisions will have a financial impact on property owners and suppliers of goods and services to the Council. The level of which will be dependent on the final decisions taken in respect to the service levels and the level of income required to meet the agreed service levels.

## **SOCIAL ISSUES**

No Applicable.

## **CULTURAL ISSUES**

Not Applicable.

## **ENVIRONMENTAL ISSUES**

Not Applicable.

## **RESOURCE ISSUES**

Not Applicable.

## **RISK MANAGEMENT**

The draft 2021-2022 Budget may be impacted by the decisions of the Federal Government and State Government in handing down their respective budgets. The Federal Government Budget is scheduled to be handed down on 11 May 2021, with the State Budget being handed down in June. At the time of writing this report the date for the handing down of the State Budget dates is yet to be confirmed.

As a result the draft Budget presented in this report, has been developed on the following assumptions:

- that Financial Assistance Grants, comprising of the General Assistance Grant and the Road Funding Grant, will be provided based on the current funding arrangements of four (4) quarterly instalments, with the value of funding being indexed by 2%;
- supplementary Road funding to South Australia will not be re-instated;
- State Government Charges, which are set by Legislation, are yet to be indexed
- no further increase in the Solid Waste Levy beyond the current fee of \$145 per tonnes; and
- no new fees and charges will be introduced.

Adjustments to the Recurrent Budget arising from either the Federal or State Budgets will be incorporated when the information becomes available.

Should these assumptions and other decisions upon which the Draft 2021-2022 Budget is based not eventuate, there is a possibility that the Council will not be in a position to deliver its proposed operating initiatives and projects or the budgeted Operating result.

Notwithstanding the uncertain times that are currently being faced, the preparation of the Annual Business Plan and Budget has been prepared to ensure the Council meets its legislative responsibilities in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

**COVID-19 IMPLICATIONS**

As part of the economic recovery from the COVID-19 pandemic, the State Government released a number of funding programs aimed at stimulating the economy through infrastructure spend. The Council has submitted a number of grant applications to the State Governments *Open Space and People for Places Grant Funding Programs* and *Grassroots Facilities Program*.

The applications which have been submitted include a funding application for \$1 million to assist with the Burchell Reserve Upgrade Project. In line with the endorsed LTFFP, a funding submission has been included in the draft 2021-2022 Capital budget for the upgrade of Burchell Reserve for \$2.6 million. As the outcome of these funding applications are yet to be determined, the grant income has not, at this stage, been included in the draft Budget.

In addition, funding applications have been submitted for a number of infrastructure improvement projects which are also not currently included in the Draft Capital Budget. These projects have been determined based on the potential projects which have been identified in future years of the long Term Financial Plan and Infrastructure and Asset Management Plans. The estimated capital cost of these projects is in the order of \$9.775 million. Projects where grant funding applications have been submitted under the various grant programs are detailed in Table 1 below:

**TABLE 1: PROJECT FUNDING APPLICATIONS**

Project Name	Project Description	Project Cost	Funding Sought
The Parade Stage 1 Construction	The Parade Stage 1 Construction Project sought funding to implement Stage 1 of the Masterplan by undertaking the detail design and construction for the section of The Parade located between Osmond Terrace and Sydenham Road.	\$5,000,000	\$2,500,000
<i>Open Space &amp; Places for People Program</i>			
Dunstan Adventure Playground Redevelopment	The Dunstan Adventure Playground is identified in a number of the Council's strategic documents as one of four Regional Level Playgrounds within the City of Norwood Payneham & St Peters. The intent of the Project is to design and construct a new Playground, whilst maintaining some of the key elements that are well loved by the broader Adelaide community. In addition, the Project includes; <ul style="list-style-type: none"> <li>• the redesign of the current carpark</li> <li>• new toilet block and</li> <li>• fixed shade structures.</li> </ul>	\$1,000,000	\$450,000
<i>Open Space &amp; Places for People Program</i>			

Project Name	Project Description	Project Cost	Funding Sought
River Torrens Linear Park Shared Path Enhancement – Stage 2	The reconstruction of the shared path along the River Torrens Linear Park between the intersection of Battams Road/Ninth Street Royston Park and Twelftree Reserve, Collage Park, encompassing a section of the path that passes through Dunstan Adventure Playground. The project will deliver a 2.6 km, 3.0-3.5 metre wide shared path with compliant LED lighting. The intent of the project is to increase pedestrian and cyclist capacity whilst improving safety and accessibility for all ages and abilities. This is a continuation of Stage 1 of the River Torrens Shared Path enhancement Project which was completed in 2019.	\$2,975,000	\$1,350,000
<i>Open Space &amp; Places for People Program</i>			
Cruickshank Reserve Facilities Upgrade	Cruickshank Reserve, located in Maylands, contains the 'Maylands Sports Centre' comprising tennis and netball playing courts, a small building (31 sqm) with a clubroom/kitchen area and toilets, a veranda and storage shed. The Project proposes the demolition of the existing building, veranda and storage shed and the construction of a new multipurpose building to support tennis, netball and other recreation activities at the Reserve. The Council will co-fund and manage the delivery of the new multipurpose building at Cruickshank Reserve.	\$800,000	\$400,000
<i>Grassroots Facilities Program</i>			
<b>Total</b>		<b>9,775,000</b>	<b>4,700,000</b>

Given the nature of the projects listed above, it is anticipated that project delivery will be undertaken across two (2) financial years, therefore should the Council be successful in securing grant funding for these applications, the net increase to the Councils Draft Capital Program would be between \$2.5 million and \$4.7million.

## CONSULTATION

- **Elected Members**

An overview of the Draft 2021-2022 Recurrent Budget was provided to Elected Members at an Information Briefing held on 17 March 2021.

An overview of the Draft 2021-2022 Operating and Project Budgets was provided to Elected Members at an Information Briefing held on 30 March 2021.

- **Community**

The community will be provided with an opportunity have input into the Draft 2021-2022 Budget through public consultation on the Draft Annual Business Plan, which is scheduled from Wednesday 12 May 2021 through to 1 June 2021.

- **Staff**

The preparation of the Draft 2021-2022 Recurrent Budget and Operating and Capital Projects has been completed with the involvement of the Chief Executive Officer, General Managers and Council staff responsible for budget management and the various projects and initiatives.

- **Other Agencies**

Not Applicable.

**DISCUSSION**

**2021-2022 Proposed Operating Projects**

The Draft Budget, as presented, incorporates Operating Projects to the value of \$742,000 exclusive of 2020-2021 carry forwards.

The proposed Operating Projects for 2021-2022 have been broken down into a number of categories as detailed in Table 2 below:

**TABLE 2: OPERATING PROJECT CATEGORIES**

Operating Project Category	2021-2022 Proposed Operating Projects
	\$
Proposed New Projects arising from	
• Council resolutions	25,000
• Proposals submitted by Elected Members	200,000
• New Projects	163,500
• Regular/Recurring Project approved in prior years	214,500
• Council Administration, Policy and Council Plans	139,000
<b>Total Operating Projects Expenditure</b>	<b>742,000</b>

In addition to the new Operating Projects, there are a number of Operating Projects that were adopted as part of the 2021-2022 Budget, that are not anticipated to be completed by 30 June 2020. Based on the 2020-2021 Mid-year Budget Review, the Operating projects to be carried forward and completed during the 2021-2022 Financial year are valued at \$180,000 and will be funded by cash reserves.

Details of the recommended Operating Projects to be included in the Draft Budget are contained in **Attachment A**.

In undertaking the assessment of the proposed operating projects, the following projects are not supported to be included within the Draft 2021-2022 Operating Projects Budget. The projects and the reasons for not supporting the funding submission are detailed below.

**Additional Street Tree Planting (\$200,000)**

The *Additional Street Tree Planting* proposal seeks to increase the number of street trees planted each year to 700, an annual increase of 400 street trees per year to increase the tree canopy across the City.

As part of the Recurrent Budget, the Council plants a total of 300 street trees per year. As part of the 2018-2019 Budget, the Council committed to an *Additional Street Tree Planting Program*, which encompassed an additional 100 street trees being planted each year over a period of three (3) years, with 2020-2021 being the final year of this current program. These plantings are additional to trees which are planted in reserves and are in addition to the 300 street trees currently planted annually as part of the Council’s standard Street Tree Planting Program. In assessing the *Additional Street Tree Planting Program*, consideration was given to the increase in the number of street trees that could be maintained within the existing resources of the Council.

While it is noted that the objective of the proposal is in-line with the *CityPlan 2030* target of planting a minimum of 500 new trees per year in streets and/or public spaces, the emphasis of the proposal is on increasing the number of street trees only, as such the submission is not supported in its current form.

A significant increase in the annual number of new street tree plantings over and above the planned program, which for the 2020-2021 is set at 400 trees, will have substantial financial implications beyond the cost of planting the new trees, as the planting of trees also require an increase in resources which are required successfully establish and maintain the tree stock, and in particular the watering required for the first three (3) years to ensure the trees survive. The implications of the increase in the number of street trees on additional Council services such as street and footpath sweeping, footpath maintenance and stormwater issues, the opportunity cost of diverting as well as the increased level of development within the City needs to be understood and taken to account when determining the appropriate increase in the number of street trees that should be planted each year.

With respect to the *CityPlan 2030* target of planting a minimum of 500 new trees per year in streets and/or public spaces, given the Burchell Reserve upgrade and St Peters Street Upgrade planned to commence in 2021-2022 and the future reserve and streetscape upgrades planned in the LTFP, the Council will deliver on this target over the next few years.

In addition, it must be recognised that there is insufficient public land within the City to meet the 30 Year Plan for Greater Adelaide and as such, the Council needs to consider other initiatives which encourage the planting and maintaining of trees on private land.

It is therefore recommended that the Council consider extending the existing *Additional Street Tree Planting Program* of 100 Street trees per annum, with consideration of any further increases in the number of street trees being planted coinciding with the replacement of the water truck, which is due for replacement in 2026-2027. A staged approach, together with working with the community and developers to increase tree planting on private land, will allow efficiencies to be built into the maintenance programs and analysis of alternative watering options, such as irrigation and tree-net inlets, to be undertaken so that there is a marginal increase in on-going maintenance costs rather than a step increase, which would require an significant rate revenue increase to meet the additional costs.

### **Tour Down Under (\$105,000)**

The Council has been a regular participant in the *Tour Down Under* by hosting a number of Stage starts and the associated *Norwood on Tour Street Party*. Due to the COVID-19 pandemic, the 2021 Tour Down Under was cancelled, with the State Government hosting a domestic cycling event in its place.

To date, the Council is yet received any communications that the 2022 Tour Down Under will be held in January 2022. As such, it is recommended that the funding submission be excluded from the 2021-2022 Operating Projects Budget. Should the *Tour Down Under* be held and the Council be selected Interest to host a stage and associated event, a funding submission will be presented to the Council for consideration as part of the regular Budget Reviews.

Details of the Operating Projects recommended **not** to be included in the Draft Budget are contained in **Attachment C**.

### **Budgeted Capital Projects**

The Draft 2021-2022 Budget, as presented, incorporates Capital Projects to the value of \$ 20.126 million exclusive of 2020-2021 carry forwards and staff costs of \$1.035 million which are capitalised (ie staff involved in the delivery of the projects involving physical assets) and included in the final asset cost.

This expenditure is offset by Capital Funding which incorporates grants and other revenues to the value of \$4.088 million, which results in a net cost to Council of \$16,038 million (exclusive of capitalised salaries, which are estimated to be in the order of \$1.035 million). The proposed Capital Projects for 2020-2021, have been broken down into a number of categories as detailed in Table 3 below:

**TABLE 3: CAPITAL PROJECT CATEGORIES**

Capital Project category	2021-2022 Proposed Capital Projects \$
Whole-of-Life Capital Works Program	
* Road Resealing	3,489,234
* Footpath Reconstruction	976,259
* Kerb Reconstruction	1,686,440
* Stormwater Drainage Program	3,846,000
Other Asset Renewal and existing Asset Upgrades	3,637,537
New Asset Upgrades	6,085,100
Quadrennial Art Project *	110,620
Elected Member Proposals	157,000
Council Administration, Policy and Council Plans	138,440
<b>Total Capital Projects Expenditure</b>	<b>20,126,630</b>
<b>Capital Funding</b>	<b>4,088,347</b>
<b>Net Cost</b>	<b>16,038,283</b>

It should be noted, that while the Council's *Public Art Policy* states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, the *Public Art Policy* also states that the funding allocation is subject to annual budget deliberations.

Based on the application of the 1% of the Capital Works Program, as per Public Art Policy, and the forward estimate of the Capital Works Program as set out in the Long Term Financial Plan, by November 2022, the Council will have provided a total of \$366,000 to undertake the Quadrennial Art Installation.

As part of the COVID-19 Stimulus packages provided by the Federal and State Governments, the Council has been successful in securing grant funding for two of the major projects in which committed to through the Council's adoption of the *Infrastructure and Asset management Plans* and *Long Term Financial Plan* in January 2021. Under the terms of the Funding Agreements, the projects must commence during the 2021-2022 Financial year and be completed within two (2) years.

The projects where grant funding applications have been successful and have been included in the draft 2021-2022 Capital Projects Budget are set out in Table 4 below. It should be noted, that these projects are scheduled to be completed over two (2) financial years, as such, an estimate of the expenditure to be incurred in the 2021-2022 financial year is included in the draft Capital Works Program, as opposed to the full Project Estimate.

**TABLE 4: PROJECTS FUNDED BY GRANT FUNDING**

Project Name	Project Description	Project Cost	Funding Secured
St Peters Street Upgrade	<p>This project builds on the recent upgrades to the St Peters Precinct, which included Linde Reserve-Dunstone Grove, the St Peters Town Hall Complex and the Avenue of Honour from Payneham Road to Second Avenue. Once completed, St Peters Street will provide improved amenity and connection between the River Torrens Linear Park and other major focal points within the Precinct.</p> <p>The key features proposed include:</p> <ul style="list-style-type: none"> <li>• a reduction in the overall paved road width;</li> <li>• improved amenity and accessibility for pedestrians and cyclists;</li> <li>• wider footpaths;</li> <li>• new tree planting and landscaping, including Water Sensitive Urban Design (WSUD) elements</li> <li>• revitalised central median</li> <li>• improved local stormwater management, with seasonal stormwater detention at Cliff Goodwin Reserve</li> <li>• improved access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong</li> </ul> <p>The funding requested enables the implementation of the Concept Plan, endorsed by the Council in 2019-2020.</p> <p>Project estimates includes civil infrastructure renewal works and stormwater drainage works to the value of \$1.5 million. These elements have been accounted for in the recently adopted <i>Infrastructure &amp; Asset Management Plans</i>.</p> <p>The Project is scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:</p> <ul style="list-style-type: none"> <li>• 2021-2022 - \$1.970 million</li> <li>• 2022-2023 - \$2.530 million</li> </ul> <p>The Council has secured \$1.270 million as part of the Federal Governments <i>Local Government and Community Infrastructure Program Extension</i>.</p>	\$4,500,000	\$1,270,000

Project Name	Project Description	Project Cost	Funding Secured
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Payneham Memorial Swimming Centre	The full redevelopment of the Payneham Memorial Swimming Centre, as per the Council's <i>Swimming Centres Strategy</i> and endorsed Concept Plans. The key features proposed include: <ul style="list-style-type: none"> <li>• refurbishment of the main 50 metre pool in its current location with provision for a roof to be constructed at a later date;</li> <li>• replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System;</li> <li>• new Plant Room to service the 50m Pool, new 25m Pool and the Aquatic Recreational Equipment and Facilities;</li> <li>• new semi-enclosed eight lane 25 metre outdoor Lap Pool and Learn to Swim Pool with all-weather lid;</li> <li>• new two (2) storey sports and leisure centre providing pool facilities, administration, and café, gym/dry pool training space, clubrooms and multi-use function areas, available for hire;</li> <li>• new leisure pools with interactive water play and high platform water slides integrated with the building;</li> <li>• zero depth splash pad;</li> <li>• the installation of shade, barbeques and picnic facilities on grassed embankment.</li> </ul>	\$24,000,000	5,600,000
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The Council has secured \$5.6 million in grant funds to assist in funding the water elements of the project with the Council required to fund at a minimum \$5.6m to match the grant funding.

The refurbishment of the 50 metre pool and replacement of the existing gravity fed sand filtrations system, with a new Neptune Defender Filtration System, are excluded from the Grant Funding project Scope as the funding guidelines do not allow for this work as the Council has included a funding allocation for this in its Budget .

The project is scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:

- 2021-2022 - \$ 3.0 million
- 2022-2023 - \$21.0 million

Building and dry land elements, such as shade structures, barbeques and picnic facilities on grassed embankment are unfunded at this stage.

The Council has secured \$5.6 million as part of the State Governments' *Local Government Infrastructure Partnership Program*.

As previously advised, the Council has also sought funding to assist with the Burchell Reserve Upgrade Project. This projects involves the refurbishment of Burchell Reserve including new community tennis courts, seating, refurbished toilets and landscaping that would create a gathering point for the community and encourage social interaction.

The key features proposed include:

- a multipurpose court featuring two (2) community tennis courts, basketball and netball rings
- new toilets, shelter, barbeque and picnic facilities;
- play-space improvements and new equipment;
- new furniture, lighting and fencing;
- a ramp access to/from Sixth Avenue and internal paths;
- new tree planting and landscaping, including WSUD elements; and
- on-site stormwater detention, cleaning and reuse.

This project is estimated to cost \$2.6 million and is scheduled to be delivered over two (2) financial years. The project scope includes the diversion of stormwater from Stephen Terrace to reduce the risk of downstream flooding. The diverted stormwater will be detained in an underground tank within reserve and utilised for water sensitive urban design. The cost of the stormwater drainage works are estimated at \$1 million and have been incorporated within the Stormwater Drainage Program set out in the *Stormwater Drainage Asset Management Plan*, adopted by the Council at its meeting held on 18 January 2021.

In addition to the new Capital Projects, there are a number of Capital Projects that were adopted as part of the 2020-2021 Budget, that are not anticipated to be completed by 30 June 2020. Capital projects to be carried forward and completed during the 2020-2021 Financial year are valued at \$2.051 million with the major projects carried forward being:

- The Parade Scramble Crossing and George Street Upgrade (\$800,000) ( This has been delayed due to the current litigation associated with the Scramble Crossing);
- Parade Median Streetscape Upgrade and Parade Masterplan (\$450,000); and
- Quadrennial Art Project (\$146,742).

On a full accrual basis, the Capital Expenditure will not affect the Operating Result before Capital Revenues, except through future years' depreciation and financing costs with any associated loan borrowings. Grant income which is received relating to Capital Projects, however, is included as Capital Income within the Budgeted Statement of Comprehensive Income after the Operating Surplus/ (Deficit) as required by the Model Financial Statements prescribed by the *Local Government Act 1999*.

A summary of the 2021-2022 Proposed Capital Projects are contained in **Attachment A**.

**Attachment B** contains the detailed Funding Submissions for all Project Proposals, both the Operating and Capital Projects which have been included in the Draft Budget.

### **Borrowings**

Proposed capital expenditure, as detailed in **Attachment A**, is \$20.126 million (inclusive of Roads-to-Recovery project) is proposed to be funded as follows:

Use of depreciation recovered through rate revenue	\$10,525,000
Roads to Recovery Funding	\$362,000
Grant Funding and other capital funding	\$4,216,000
Borrowings	\$5,023,000

In determining the timing and the level of borrowings required to fund the capital program, consideration has been given to the cash flow requirements and to intergenerational equity between current and future users (that is, an asset is funded from loan borrowings which is paid off over the life of the asset rather than raising rate revenue from current rate payers to pay for the asset). Whilst these considerations have formed part of the budget model, they will be reviewed and reconsidered before the decision to commit to any borrowings.

Given the nature of the major projects to be undertaken over the next two financial years, to minimise the interest costs and debt servicing needs, it is recommended that the Council utilise the Discounted Cash Advance Facilities in place to fund the cashflow required during the construction phases as opposed to the utilisation of the standard fixed period debenture loans.

### Overview of Budget Position

Table 5 below sets out the Draft Operating Surplus, prior to the incorporation of Rate Revenue increases. The Council's Operating Surplus/Deficit position before Capital Income is determined by combining the Draft 2021-2022 Recurrent Budget and Operating Projects Budget. Capital Income is defined as grants and subsidies received to fund specified Capital Projects, gains and losses on disposal of assets or direct contributions of physical assets.

The Draft Operating Deficit of \$957,745 is based on a Recurrent Operating Deficit of \$398,043, an Operating Deficit related to 2021-2022 Operating Projects of \$379,702 (inclusive of Roads to Recovery Funding of \$362,298) and an Operating Deficit of \$180,000 from 2020-2021 Carried Forward Operating Projects. With the exception of the fees charged for the provision of services, it should be noted that the councils share of the operating result from Joint Venture have been excluded from the Draft 2021-2022 Budget.

**TABLE 5: 2021-2022 DRAFT INCOME STATEMENT (BEFORE RATE REVENUE INCREASES)**

	Recurrent Operating	Operating Projects	Capital Projects	Carry Forwards	Proposed
	2021-2022	2021-2022	2021-2022	2021-2022	2021-2022
	\$	\$	\$	\$	\$
<b>INCOME</b>					
Rates	36,493,453	-	-	-	36,493,453
Statutory charges	1,865,875	-	-	-	1,865,875
User charges	3,910,411	-	-	-	3,910,411
Grants, subsidies and contributions	2,340,869	362,298	-	-	2,703,167
Investment income	110,500	-	-	-	110,500
Other income	497,940	-	-	-	497,940
<b>Total Income</b>	<b>45,219,048</b>	<b>362,298</b>	<b>-</b>	<b>-</b>	<b>45,581,346</b>
<b>EXPENSES</b>					
Employee costs	16,115,712	-	-	-	16,115,712
Materials, contracts & other expenses	18,131,374	742,000	-	180,000	19,053,374
Finance costs	730,000	-	-	-	730,000
Depreciation, amortisation & impairment	10,640,005	-	-	-	10,640,005
<b>Total Expenses</b>	<b>45,617,091</b>	<b>742,000</b>	<b>-</b>	<b>180,000</b>	<b>46,539,091</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>					
<b>(prior to Rate Revenue Increase)</b>	<b>(398,043)</b>	<b>(379,702)</b>	<b>-</b>	<b>(180,000)</b>	<b>(957,745)</b>
Net gain (loss) on disposal or revaluation of assets	-	-	18,000	-	18,000
Amounts specifically for new or upgraded assets	-	-	4,197,707	-	4,197,707
<b>Net Surplus/(Deficit)</b>	<b>(398,043)</b>	<b>(379,702)</b>	<b>4,215,707</b>	<b>(180,000)</b>	<b>3,257,962</b>
<b>(prior to Rate Revenue Increase)</b>	<b>(398,043)</b>	<b>(379,702)</b>	<b>4,215,707</b>	<b>(180,000)</b>	<b>3,257,962</b>

## OPTIONS

Elected Members can either endorse the Draft 2021-2022 Budget as presented in this report or can choose to vary the Draft Budget by either:

- reducing Operating and Capital Projects; and/or
- increasing or decreasing non-rate revenue: or
- revisiting recurrent operating expenditure.

## CONCLUSION

The Draft 2021-2022 Budget, as presented within this report, will deliver an underlying Operating Deficit, prior to the 2021-2022 Rate Revenue increase, of \$957,745.

The Draft 2021-2022 Budget is based on the continuation of the Council's existing Service but also considers a number of proposed service initiatives, which are proposed to be undertaken to contribute to the delivery of the Council's objectives, as set out in *CityPlan 2030*. The proposed Capital works program reflects the recently adopted Infrastructure and Asset Management Plans, with the proposed Capital expenditure in line with the funding allocation as set out in the Council's LTFP.

While the Rate Revenue increase has not been taken into consideration as part of the Draft 2021-2022 Budget, by applying the principles set out in the Long Term Financial Plan, the target Rate Revenue increase for the 2021-2022 Financial Year should be 4.35% based on:

- rate revenue indexation of 2.35% which is equivalent to the ten (10) year average of the Local Government Price Index (as at 30 June 2019);
- 0.5% revenue increase derived from new assessments; and
- factor (1.5%) for the financial impacts of new and upgraded infrastructure investment

Based on a Rate Revenue increase of 4.35%, the Budgeted Operating Surplus would be in the order of \$630,000.

## COMMENTS

If Elected Members have any questions or require clarification in relation to specific budget items, and/or any issues discussed in this report, do not hesitate to contact the General Manager, Corporate Services, Sharon Perkins on 8366 4585 prior to the meeting.

## RECOMMENDATION

1. That the proposed Operating and Capital Projects as set out in Attachment A be endorsed "in principle".
2. That the Draft 2020-2021 Budget, which incorporates the Draft 2021-2022 Recurrent Budget and the proposed Operating and Capital Projects as set out in Attachment A, be endorsed "in principle".
3. The Council notes that a report on the adoption of the Draft 2020-2021 Annual Business Plan and Budget, which includes the 2021-2022 Rating Strategy, will be prepared for the Council's consideration.

## Attachments – Item 2.2

# Attachment A

## 2021-2022 Operating and Capital Projects Budget

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*City of*  
**Norwood  
Payneham  
& St Peters**

OUTCOME	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT BUDGET	Score	EXPENDITURE		EXTERNAL FUNDING		Future Project Commitments				COMMENTS
					Capital	Operating	Capital	Operating	2022-2023	2023-2024	2024-2025	2025-2026	
					\$	\$	\$	\$	\$	\$	\$	\$	
<b>New Projects to FY2021-2022</b>													
<b>Social Equity</b>													
<b>Capital Projects</b>													
C-SE1	<a href="#">Civil Infrastructure Capital Works Program (Renew)</a>	To deliver the 2021-2022 Civil Infrastructure Capital Works Program ("the Capital Works Program") for the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the "Whole-of-Life" allocation set out in the Council's Roads, Footpaths & Kerbs Infrastructure & Asset Management Plan (2020).		4.25	6,485,641	18,000		362,298					The project includes \$3,489,234 for Road Seals, \$ 958,259 for Footpaths and \$1,686,440 for Kerbing, \$28,562 for Traffic Control Devices, \$7,196 for Off Road Carparks, \$95,950 for Linear Park Path and \$220,000 for Design. \$362,298 is Roads-2-Recovery Funding. \$18,000 of operating budget is included as an estimate relates to Greening of Verge Program in conjunction with Footpath program.  Among the total budget, there is \$519,858 requested for St Peters Street Footpath(\$176,615), Road Reseal(\$96,287) and Kerb (246,956), which is part of the project of St Peters Street Upgrade.
C-SE2	<a href="#">Civil Infrastructure Capital Works Program (Upgrade)</a>	To deliver the 2021-2022 Civil Infrastructure Capital Works Program ("the Capital Works Program") for the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the "Whole-of-Life" allocation set out in the Council's Roads, Footpaths & Kerbs Infrastructure & Asset Management Plan (2020).		4.00	730,316								The project includes \$380,000 for Traffic Control Devices, \$197,316 for Linear Park Path and \$153,000 for Design.
C-SE3	<a href="#">Stormwater Drainage Program (Upgrade)</a>	To deliver the 2021-2022 Stormwater Drainage Program which involves enhancement of the Council's drainage network. The Program includes the design and upgrade of the Council's trunk stormwater drainage network as directed by the City Wide Floodplain Mapping project. The Program has been developed in accordance with the objectives and goals contained in the Council's Stormwater Drainage Infrastructure & Asset Management Plan (2020)		4.25	3,846,000								The Budget estimate for the Stormwater Drainage Program of \$3,846,000 incorporates the Trinity Valley Drainage Stage 1 (\$2,250,000), Stephen Terrace Flow Diversion to reduce risk of downstream Flooding (\$1,000,000), The Crescent/Dean Grove (\$286,000) and Seventh Avenue, St Peters Upgrade (\$200,000). An income amount of up to 50% of construction cost will be sought from the Stormwater Management Authority for the construction of the Trinity Valley Drainage Stage 1 (\$1,125,000), the outcome of which is unknown at this time. Other opportunities for Grant Funding will be explored with the Stormwater Management Authority and Green Adelaide as they arise.
C-SE4	<a href="#">Recreation &amp; Open Space Works Program</a>	To deliver the Recreation & Open Space Works Program 2021-20212 ("the Program") which will see the replacement and upgrade of various assets as identified and as allowed for in the Council's Recreation & Open Space Infrastructure & Asset Management Plan (2020).		4.25	1,209,000								
C-SE5	<a href="#">Building Works Program 2021-2022</a>	To deliver the 2021-2022 Buildings Works Program (Capital) ("the Program") for the upgrade of various Council building components, in meeting the strategies and objectives of the Council's Community Buildings Infrastructure & Asset Management Plan (2020).		4.25	1,032,500								
C-SE6	<a href="#">Burchell Reserve Redevelopment</a>	To deliver a complete upgrade of Burchell Reserve in order to increase functionality, safety and accessibility as well as opportunities for recreation within the Reserve.	1,424,000	4.50	850,000				574,000				The Council has submitted a grant funding application of \$1 million to assist the funding of this project. In conjunction with the reserve upgrade, drainage works will also be undertaken, which has been included within the Drainage Whole of life Budget. The 2021-2022 Recreation and Open Space Work Program includes \$176,000 for renewal works that will be undertaken inconjunction with the reserve upgrade. Inclusive of the Drainage works, the project budget is \$2.6 million with works to be undertaken over two years.
C-SE7	<a href="#">Payneham Memorial Swimming Centre Main Pool Refurbishment</a>	To undertake the refurbishment of the main pool at the Payneham Memorial Swimming Centre including all associated infrastructure (i.e. new plant room and new filtration system)	24,000,000	4.50	3,000,000		5,600,000		19,000,000	2,000,000			While the Funding submission is focussed on the refurbishment of the main pool, the Council has subsequently been awarded \$5.6 million as a 50% contribution to the water elements associated with the Payneham Memorial Swimming Centre Redevelopment. The estimated cost of the redevelopment is \$24 million (inclusive of the main pool refurbishment and plant room upgrade). Works are to be undertaken over two financial years, with construction works anticipated to commence during the 3rd Quarter of 2021-2022, as such the funding allocation for 2021-2022 is reflective of the extent of works to be completed by 30 June 2022.
C-SE8	<a href="#">Private Laneways Conversion Project</a>	To convert and upgrade two (2) private laneways per year to public road in accordance with the Council's Private Laneways Policy & Procedure and section 210 of the Local Government Act 1999		3.20	210,100				461,200				The project has two (2) stages: Stage 1 - Public Road Conversion and Design; Stage 2 - Capital Upgrade Works: The funding submission is for the following projects: • Rosemont Lane, Norwood – Stage 2 to be completed (\$190,000) • Salisbury Lane, Royston Park – Stage 1 to be completed (\$12,000) • Kingsborough Lane, Norwood – Stage 1 to be completed (\$6,000) • Advertising Costs (\$2,100)
C-SE9	<a href="#">Annual Acquisition of Library Stock</a>	The Annual acquisition of Library stock through the State Government Materials Grant Funding of \$120,360 , income from the sale of debited books of \$7,000 and from Council funding of \$81,653 in order to replenish Library Service collections across the three Library sites		3.65	209,013		127,360		84,790	87,972	91,201	94,479	\$120,360 is grant funding from State Government and \$7,000 is the income from the sale of books.
C-SE10	<a href="#">2021-2022 Plant Replacement</a>	Replacement of plant utilised by City Services Field staff in the delivery of maintenance services associated with Council's assets		2.90	105,000		18,000						To replace one (1) Parks and Gardens small truck (GMV6500kg) and minor plants. The funding of \$18,000 is from the sale of old vehicle and small plants.
C-SE11	<a href="#">Extension of Reclaimed Water System</a>	To extend the distribution network of the existing reclaimed water projects (ERA Water and Linde Reserve ASR) to enable more reserves to be irrigated with reclaimed water and reduce Council's use of potable water.	3,525,000	2.55	175,000				1,100,000	1,000,000	1,250,000		The project's deliverable is the design drawings and specifications of the distribution network and reserve connections. Construction of distribution network and reserve connections to be programmed for and conducted during following years.

OUTCOME	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT BUDGET	Score	EXPENDITURE		EXTERNAL FUNDING		Future Project Commitments				COMMENTS	
					Capital	Operating	Capital	Operating	2022-2023	2023-2024	2024-2025	2025-2026		
					\$	\$	\$	\$	\$	\$	\$	\$		
C-SE12	<a href="#">Willow Bend Reserve Pathway Lighting</a> <a href="#">Elected Member Submission</a>	To install thirteen (13) Solar powered bollard path lightings at Willow Bend Reserve		1.65	17,000								Elected Member Submission	
<b>Operating Projects</b>														
O-SE1	<a href="#">New Planning System - Business Transition</a>	The Planning, Development and Infrastructure Act 2016 (the Act) requires the Department of Planning, Transport and Infrastructure (DPTI) to establish and maintain the SA Planning Portal website as part of new planning system. Under the new system, all Development Applications will be lodged and assessed through the Portal, rather than through individual council systems. Transitioning to the new planning system will require extensive 'business readiness' from all councils to ensure that systems and procedures are in place		2.00	20,000								The commencement of Phase 3 of the Planning & Design Code for metropolitan Adelaide Councils which comes into effect on 19 March 2021.	
O-SE2	<a href="#">Footpath Programmed Repairs</a>	The project objectives is to address all currently identified defects within the footpath network, ensuring efficient and effective use of resources to complete the tasks to the desired outcomes and standards.		1.80	100,000			100,000	100,000	100,000	100,000		Continuation of the Footpath defect program that concluded in 2020-2021 Funding will cover the engagement of contractors to undertake concrete grinding and rectification works along arterial roads.	
O-SE3	<a href="#">Condition Assessment of Recreation and Open Space Works Program 2021-2022</a>	To undertake condition assessment of Council's recreation and open space infrastructure in accordance with the necessary and required financial and asset management principles.		2.30	50,000								Required under the Financial Mgt Regulations	
O-SE5	<a href="#">40km per Hour Implementation in Norwood Kent Town</a>	To implement an area speed limit of 40km/h in Norwood & Kent Town (except The Parade, The Parade West and Osmond Terrace)		1.90	25,000									
O-SE6	<a href="#">Traffic Study - Glynde, Payneham, Payneham South, Trinity Gardens &amp; St Morris</a>	To prepare a Traffic Study for the suburbs of Glynde, Payneham, Payneham South, Trinity Gardens & St Morris.		1.75	15,000									
O-SE7	<a href="#">Dog &amp; Cat Management Plan Education Campaign</a>	To implement an education campaign as required by the Council's 2019-2024 Dog & Cat Management Plan. The purpose of the education campaign is to educate the community in relation to: - the new legislative requirements relating to microchipping and desexing of dogs and cats; and - the general principles of responsible dog and cat ownership.		2.75	30,000								The campaign will be implemented over the five (5) -year life of the Plan. The 2021-2022 financial year will be the third year of implementation. Delivery of the Dogs day out event were deferred from 2020-2021 due to COVID-19.	
O-SE8	<a href="#">Smart City Plan Implementation</a>	In December 2020, the Council endorsed a Smart City Plan and a Priority Action Plan, subject to funding allocation being considered through the annual budget setting process. The funding is requested to obtain advice from suitably qualified consultants to assist staff to complete the tasks identified for Year 1 of the Action Plan.		2.25	15,000									
O-SE9	<a href="#">Street Lighting Renewal &amp; Upgrade</a>	In response to street lighting non-compliances identified through a street lighting audit as well as resident complaints regarding inadequate street lighting, funding will be allocated to undertake design and construction works to ensure that non-compliant and inadequate street lighting within the City's streets are renewed or upgraded ("the Project").		2.45	40,000			40,000	40,000	40,000	40,000			
<b>TOTAL SOCIAL EQUITY</b>						<b>17,869,570</b>	<b>313,000</b>	<b>5,745,360</b>	<b>362,298</b>	<b>21,359,990</b>	<b>3,227,972</b>	<b>1,481,201</b>	<b>234,479</b>	
<b>Cultural Vitality</b>														
<b>Capital Projects</b>														
C-CV1	<a href="#">Major Public Art Funding Program Year 3</a>	This proposal is for the Year three (3) contribution to the Council's fourth quadrennial public art project which will complete in July 2022.	256,000	3.65	110,620								The Council's Public Art Policy states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, subject to annual budget deliberations. Hence the Capital Works Budget is \$11,061,957 for 2021-2022 Financial Year, so the budget for the public art is \$110,620 . Funds get carried forward to the year of implementation, which is the year of the LG election	
<b>Operating Projects</b>														
O-CV1	<a href="#">2022 Tour Down Under &amp; Community Event</a>	Subject to the Tour Down Under Australia being held and the Expression of Interest being successful, host a stage of the 2022 Tour Down Under and an associated event.		2.55	105,000			-					<b>Not Supported</b> <b>Recommend to address as a Budget Review adjustment should the Tour Down Under be run in January 2022</b>	
O-CV5	<a href="#">Children's Book Week 2021</a>	To deliver a program of events with local school students and families to celebrate Children's Book Week in August 2021.		1.80	2,500			-	2,500	2,500	2,500	2,500		

OUTCOME	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT BUDGET	Score	EXPENDITURE		EXTERNAL FUNDING		Future Project Commitments				COMMENTS	
					Capital	Operating	Capital	Operating	2022-2023	2023-2024	2024-2025	2025-2026		
					\$	\$	\$	\$	\$	\$	\$	\$		

O-CV6	<a href="#">2021 Community Survey</a>	To engage a market research company to conduct a survey of the community. The Council commissions the survey every two years to measure community well-being and the level of community satisfaction with Council Services and facilities. The data collected also measures the Council's progress on achieving a number of the CityPlan 2030 Targets.		2.05		30,000				30,000		30,000		
O-CV7	<a href="#">Sports Week</a>	To fund a Sports Week program incorporating a come and try focus.		2.10		6,000								Project addresses the objectives of Youth Strategy. It is intended to provide a range sport options (basketball, netball, soccer, cricket) including some which may not be considered mainstream sports such as dodgeball, water polo, and bouldering (a form of rock climbing). Each activity will run a come and try for a group of young people with the intention to encourage on-going participation.
O-CV8	<a href="#">Youth Community Cooking</a>	The program aims to provide young people with cooking skills, social interaction and a sense of community. Meals will be provided to those in need through the already established food drive with a not-for-profit community group.		2.10		5,000								Project addresses the objectives of Youth Strategy
O-CV9	<a href="#">Youth Skill Development</a>	To create three (3) new Council youth programs focused on skill development and being able to apply for work. These program include a Work Experience, Job Ready and School Advisory program.		2.10		8,000								Project addresses the objectives of Youth Strategy
O-CV10	<a href="#">Wheel Park</a>	The project aims to host the Wheel Park Events three (3) times per year during the January, April and October school holiday periods. Each event will have workshops for young people to participate in as well as have the opportunity to practice their riding skills on a flat, sealed surface.		2.10		20,000								Project addresses the objectives of Youth Strategy

<b>TOTAL CULTURAL VITALITY</b>						<b>110,620</b>	<b>176,500</b>	-	-	<b>2,500</b>	<b>32,500</b>	<b>2,500</b>	<b>32,500</b>	
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**Economic Prosperity**

**Operating Projects**

O-EP1	<a href="#">Eastside Business Awards</a>	To recognise the best small businesses – retailers, restaurants, cafes, bars, venues and boutiques within the City of Norwood Payneham & St Peters		2.60		37,000								While the Council has hosted this event for a number of years, recommended to be retained as a operating project.
O-EP2	<a href="#">Raising The Bar Adelaide</a>	The event is aimed at making education a part of the City's popular culture by simply mixing learning and debate into a fun-night out.		2.60		35,000								Subject to the Council being awarded the licence to host the Event.

<b>TOTAL ECONOMIC PROSPERITY</b>						-	<b>72,000</b>	-	-	-	-	-	-	
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**Environmental Sustainability**

**Capital Projects**

C-ES1	<a href="#">St Peters Street Upgrade</a>	The Project includes improvements to St Peters Street, extending from Second Lane (adjacent to Otto Reserve) through to Eighth Avenue, which is approximately 750 metres in length. It includes the carriageway, footpath and the central median. The Project also includes a proposed viewing deck overlooking the St Peters Billabong and other minor works in the reserves adjacent to Eighth Avenue.	3,000,000	4.10	1,750,000		1,270,347			1,250,000				The Council has successfully applied the federal funding of \$1,270,347. The Civil Infrastructure works (Road Pavements, footpath and kerbs) and Drainage works, to the value of \$1.5m has been accounted for in the Whole of Life Works program with \$720,000 being included in the 2021-2022 Capital Works program ( Civil infrastrucutre:\$520,000 and Drainage \$200,000), with the balance of \$780,000 being funded through the 2022-2023 Capital Works Whole of Life program. Total budgeted project cost for St Peters Street Upgrade is \$4.5 million, with the net cost to the Council, following the application of the Federal Grant funding of \$1,270,347,being \$3,229,653.
C-ES2	<a href="#">Cycling Plan 2021-2026 Year 1 Implementation</a>	The funding is requested to address a gap in the Marden Bikeway, promote the cycling network and undertake promotion to encourage more people to cycle more often. Other priority cycling projects have been integrated.		2.60	20,000	5,000								The funding submission includes elements of capital spend and operating spend. The capital component is for a cyclist ramp footpath connection on Beasley street and to widen a section of path along the verge to address the gap in Marden Bikeway network between Beasley Street and the off road path through the Marden Senior College (\$17,000) and purchase bike racks (\$3,000). The operating component is Education and Awareness programs
C-ES3	<a href="#">Borthwick Park Creek Improvements Construction</a>	The Council is currently undertaking the detail design and construction documentation stage of Borthwick Park Creek Improvement. The funding submission is for Stage 3 of the Borthwick Park Creek Improvements project, being the construction stage of this project.			100,000									It is anticipated that the detailed design and construction documentation will be completed by late June early July subject to the Council receiving feedback from Kaurna.

**Operating Projects**

O-ES1	<a href="#">Street Tree Planting Elected Member</a>	To increase the minimum street tree planting to 700 trees per financial year, from the current minimum 300.	340,000	2.65	140,000	200,000		-		360,000	360,000	360,000	360,000	<b>Elected Member Submission</b> 400 trees at \$500 per tree. From the second year (2022-2023), it will cost the Council additional \$160,000 every year in tree maintenance cost. From the fifth year (2026-2027), the additional tree maintenance cost will be increased to \$290,000 every year. The additional maintenance costs is for additional staff to undertake the required new tree establish maintenance and mature tree mainteance from year five. Requires additional water truck for the proposed increase in trees.  <b>Not Supported by staff in current form. Recommend that the Additional Tree Planting Program that is due to conclude at the end of 2020-2021 be extended. Reduces current year operating cost by \$150,000 and avoids additional ongoing mainteance costs</b>
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O-ES2	<a href="#">Energy &amp; Water Audits</a>	To undertake an Energy & Water Audit at the following facilities: * Payneham Libraries & Community Facilities * St Peters Library * Works Depot * Payneham Community Centre		1.95		11,000								
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## 2021-2022 OPERATING AND CAPITAL PROJECTS BUDGET

OUTCOME	PROJECT NAME	PROJECT DESCRIPTION	TOTAL PROJECT BUDGET	Score	EXPENDITURE		EXTERNAL FUNDING		Future Project Commitments				COMMENTS	
					Capital	Operating	Capital	Operating	2022-2023	2023-2024	2024-2025	2025-2026		
					\$	\$	\$	\$	\$	\$	\$	\$		
O-ES3	<a href="#">Urban Greening Program 2021</a>	To encourage the City of Norwood Payneham & St Peters community to plant trees and natives within private land that increases, enhances and adds value to the City green cover including canopy and increases biodiversity and habitat. The project includes: - via the implementation of a Tree Incentive to citizens by giving vouchers towards purchasing a tree; - via a Native Plant Giveaway by giving a native plant pack (six seedlings/tube stock) to citizens		1.95		12,500								
O-ES4	<a href="#">Greening of Verges Program</a>	The funding is requested to cover the cost of excavating compacted materials and supplying and spreading loam for approved Applications to 25 green verges on a 'first come first served' basis.		1.30		25,000		-						
O-ES5	<a href="#">Resilient East Implementation</a>	The project provides a regional partnership to strengthen the resilience of Councils and their communities to climate change impacts and demonstrates that the financial and legal risks of climate change are understood and managed.		1.95		7,000							The funding is the Councils contribution for the retention of a Regional Coordinator for the delivery of Resilient East Initiatives across the ERA Councils.	
<b>TOTAL ENVIRONMENTAL</b>						<b>2,010,000</b>	<b>260,500</b>	<b>1,270,347</b>	<b>-</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	
<b>Corporate Management</b>														
<b>Capital Projects</b>														
C-CM1	<a href="#">Objective Upgrade</a>	To upgrade the Council's electronic document management system		3.15		60,000				70,000		60,000		
C-CM2	<a href="#">Annual Website Upgrades and Improvements</a>	The purpose of the Project is to deliver annual upgrades and improvements to the City of Norwood Payneham & St Peters website		2.90		10,000		-					The project will focus on increasing responsive online tools and services via the website to better service and engage with citizens, business and visitors	
C-CM3	<a href="#">Meeting Rooms Upgrade</a>	To upgrade the Council's meeting rooms: - include a 65" mobile interaction panel which can be used in meeting rooms1, 2 and 4; - to replace the white board and projector with a wall mounted interactive panel in Meeting room 3 and also install a webcam and ceiling microphones for Meeting room 3; - to enable live streaming of Council meetings and participants to join remotely for the Council chambers.		2.25		48,440								
<b>Operating Projects</b>														
O-CM1	<a href="#">Digitisation of Council Civil &amp; Building Plans</a>	The funding is requested to index, scan, uniquely identify and electronically store all of the files to ensure that they are easily retrievable electronically and the hard copies subsequently stored off-site and retained in accordance to the State Records Act and the Local Government General Disposal Schedule.		1.65		20,000								
O-CM2	<a href="#">Tree Management Software</a>	To obtain the software package to ensure the City's tree stock being managed strategically to industry standard, specifically with regards to the efficient documentation and scheduling of audit, and inspection of high risk/high value trees.		2.20		10,000			8,000	8,000	8,000	8,000	The funding is for implemetation and first year license fees. On-going annual licence fees will be payable	
O-CM3	<a href="#">Culture Development Program</a>	Utilising the Human Synergistics Culture and Behaviour profiling tools, to regularly measure the Organisation's culture and behaviours and develop a desired, effective and constructive Organisational Culture and a Continuous Improvement methodology for the organisation.		2.05		13,000				38,000		13,000		
<b>TOTAL CORPORATE MANAGEMENT</b>						<b>118,440</b>	<b>43,000</b>	<b>-</b>	<b>-</b>	<b>8,000</b>	<b>116,000</b>	<b>8,000</b>	<b>81,000</b>	
<b>TOTAL COST OF NEW PROJECTS</b>						<b>20,108,630</b>	<b>865,000</b>	<b>7,015,707</b>	<b>362,298</b>	<b>21,730,490</b>	<b>3,736,472</b>	<b>1,851,701</b>	<b>707,979</b>	

# Attachment B

## 2021-2022 Operating and Capital Projects Budget

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

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*City of*  
**Norwood  
Payneham  
& St Peters**



# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Civil Infrastructure Capital Works Program 2021-2022

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Civil

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

To deliver the Civil Infrastructure Capital Works Program 2021-2022 ("the Capital Works Program") for the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the "Whole-of-Life" allocation set out in the Council's Civil Infrastructure Asset Management Plan (2020).

In accordance with the requirement of the Local Government Act, the Council has adopted various Asset Management Plans. These Plans set out the Council's strategies and objectives with respect to its management and development of its major assets, including civil infrastructure (i.e. roads, footpaths and kerbs).

The Plans also set out the "Whole-of-Life" allocations and expenditure which are required annually to upgrade the Council's major assets. The delivery of the Capital Works Program is therefore essential in meeting the Council's obligations and commitments, as set out in the adopted Plan.

The delivery of the Capital Works Program will result in approximately 73,000 square metres of roads to be treated by hotmix sealing, approximately 9,600 square metres of footpath surfaces will be replaced with concrete block pavers and approximately 5,000 metres of existing concrete and bluestone kerbing will be replaced or upgraded.

### PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

A copy of the Capital Works Program is attached.

The ongoing commitment to the upgrade, replacement and rehabilitation of the City's civil infrastructure will ensure that these assets remain fit for purpose. This will also ensure these assets remain at their existing overall good condition level which is vital in protecting and enhancing the wellbeing of our community.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

#### **Social Equity:**

**A connected, accessible and pedestrian friendly community.**

One of the key objectives of the Council's *CityPlan 2030* is to provide a people friendly, integrated and sustainable transport and pedestrian network. The City's existing civil infrastructure provides the very foundation of achieving this objective. The Capital Works Program allows the Council to maintain its civil infrastructure to a level which would allow it to continually achieve this goal.

#### **Cultural Vitality:**

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

The replacement of existing bluestone kerbs preserves the history and sense of place along relevant street within the City. Various new practices such as large tree wells for every street within residential streets will allow for greater uniformity throughout and a sense of identity within the City.

#### **Economic Prosperity:**

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

#### **Environmental Sustainability:**

**A leader in environmental sustainability.**

Utilising recycled materials as part of the reintroduction to Council assets (ie. road resealing and kerbing)

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### **Culture & change**

**An engaged and committed workforce that is outcome focussed.**

The Capital Works Program consists of many integrated streets whereby road reseals, kerbs and footpaths are being constructed as a single project. This is a prime example of how staff have liaised with each other and come together to achieve an integrated outcome.

#### **Capability**

**Enabling Organisational capability and capacity through "Our People".**

Engaging staff from various departments within the Council to have input into the deliveries associated with the components of the Capital Works Program

#### **Continuous Improvement**

**Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.**

Seeking input from outside the organisation to provide development and technical advice in our future direction. This will then be applied within the organisation throughout various Departments.

#### **Safe & Fair**

**Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace.**

Work, Health and Safety (WHS) measures and systems are put in place by Council staff and the Council's Contractors engaged to deliver the on-ground works associated with the Program ensures everyone's safety is a key at all times.

## Structure & Framework

**Systems and Processes are innovative and supportive of "Our People".**

The Capital Works Programs is in part derived from the Council's five-yearly Asset Condition Audit of its civil infrastructure.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Road Reseals: current potholes and badly cracked roads can result in sinkholes, pavement failure and damage to all users.

Kerbing: lifted and badly broken kerbs can result in significant stormwater issues, water seepage into the pavement below the road surface and damage to road users.

Footpaths: lifted, potholed and cracked footpaths ultimately serve as a high risk to pedestrians.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The Council could be liable for significant damage to vehicles, pedestrians and houses should they not be addressed immediately.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no known constraints or expectations that will impact on the delivery of the Capital Works Program.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

- Whole of Life Asset Management Model;
- Civil Infrastructure Asset Management Plan (2020); and

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The Council adopted its current Civil Infrastructure Asset Management Plan (2020) at its meeting held on 18 January 2021

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The Council's Project Officer, Civil will primarily be responsible for the delivery of the Capital Works Program. However, in terms of designs etc. required for the delivery of integrated outcomes, various staff from across the organisation will have an input and be involved.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

In addition to the designs for integrated outcomes, various Council staff will also be required to review existing linemarking schemes for the road resealing and kerb replacement components of the Capital Works Program. This will ensure that opportunities are achieved in terms of addressing ongoing on-street parking issues or implementing cycling strategies associated with linemarking as contained in the Council's City-Wide Cycling Plan.

<b>FUNDING REQUEST</b>
------------------------

**FUNDING IMPLICATIONS**
**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

<b>TABLE 1: BUDGET BREAKDOWN</b>	<b>2021-2022</b>
	<b>\$</b>
<b>Income (estimate)</b>	
Road Seal	
• R2R (estimate)	\$362,298
Footpath	
Kerbing	
<b>TOTAL</b>	<b>\$362,298</b>
<b>Capital Expenditure</b>	
Road Seal	\$3,489,234
Footpath	\$958,259
Kerbing	\$1,686,440
Traffic Control Device Renewal	\$408,562
Off Road Carparks	\$7,196
Linear Park Path	\$293,266
Design	\$373,000
Operating Expenditure	
• Labour	
• Contractors/materials	
<b>TOTAL</b>	<b>\$7,215,957</b>
<b>Total Cost to Council</b>	<b>\$6,853,659</b>
Ongoing Operational Savings	
Labour	
Contractors/materials	
To be included in Recurrent Operating Budget	No

The Budget estimate for 2021-2022 Capital Works Program is \$6,853,659 which is based on the Council Whole of Life Asset Model. The Budget estimate is indexed annual by CPI and adjusted accordingly based on the requirements and needs of the Capital Works Programs. Refer to the attached program for details of the complements of the Capital Works Program.

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Scott Dearman  
Project Manager, Assets  
*(Insert name & title of Project Owner)*

25 February 2021  
*(Date)*

Supported by

Peter Perilli  
General Manager, Urban Services  
*(Insert name & title of relevant General Manager)*

1 March 2021  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

N/A

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

N/A

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

**Capital Works Summary**

Footpath	\$	958,259
Road Reseal	\$	3,126,936
R2R	\$	362,298
Kerb	\$	1,686,440
Traffic Control Device	\$	28,562
Off Road Carparks	\$	7,196
Linear Park Path	\$	95,950
Design	\$	220,000
<b>Total</b>	<b>\$</b>	<b>6,485,642</b>

**AMP Upgrades Summary**

Kent Town	\$	45,000
Complete Streets	\$	488,000
Linear Park Path	\$	197,316
<b>Total</b>	<b>\$</b>	<b>730,316</b>
<b>Total</b>	<b>\$</b>	<b>7,215,958</b>

# CAPITAL WORKS PROGRAM 2021-2022

## FOOTPATH RECONSTRUCTION

Ex Surface Type	New Surface Type	Street	From	To	Suburb	Length (m)	Design Width (m)	Area (m2)	Side	Cost	PR	Associated works / Notes	
<b>Footpath Renewal Program</b>													
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Royston Park	93.2	1.2	112.8	LHS	\$ 10,761			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Royston Park	190.2	1.2	232.0	LHS	\$ 22,133			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Royston Park	148.7	1.2	181.4	LHS	\$ 17,306			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Marden	33.7	1.3	42.8	RHS	\$ 4,083			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Marden	99.2	1.2	120.0	RHS	\$ 11,448			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Marden	111.9	1.2	136.5	RHS	\$ 13,022			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Marden	101.5	1.2	124.8	RHS	\$ 11,906			
Insitu Concrete	Non-Interlocking Paved	Battams Rd	Second Ave	Addison Ave	Marden	86.2	1.2	106.9	RHS	\$ 10,198			
Insitu Concrete	Non-Interlocking Paved	Glynburn Rd (MR)	Seventh Ave	Marian Rd	Firle	125.1	1.5	191.4	LHS	\$ 17,430			
Insitu Concrete	Non-Interlocking Paved	Glynburn Rd (MR)	Seventh Ave	Marian Rd	Firle	139.0	1.5	211.3	LHS	\$ 19,242			
Insitu Concrete	Non-Interlocking Paved	Glynburn Rd (MR)	Seventh Ave	Marian Rd	Firle	223.1	1.5	339.1	LHS	\$ 30,880			
Insitu Concrete	Non-Interlocking Paved	Glynburn Rd (MR)	Seventh Ave	Marian Rd	Firle	190.9	1.5	290.2	LHS	\$ 26,427			
Insitu Concrete	Non-Interlocking Paved	Glynburn Rd (MR)	Seventh Ave	Marian Rd	Firle	137.1	1.5	208.4	LHS	\$ 18,978			
Insitu Concrete	Non-Interlocking Paved	Harrow Rd	Second Ave	Third Ave	St Peters	116.5	1.5	174.8	RHS	\$ 16,676			
Hotmix Bitumen	Non-Interlocking Paved	Henry St (Stepney)	Bend # 1	George St	Stepney	232.1	1.9	431.7	LHS	\$ 39,239		Kerb patching required - Refer to Kerb Program	
Hotmix Bitumen	Non-Interlocking Paved	Henry St (Stepney)	Bend # 1	George St	Stepney	226.6	1.7	385.2	RHS	\$ 35,013		Kerb patching required - Refer to Kerb Program	
Hotmix Bitumen	Non-Interlocking Paved	Henry St (Stepney)	George St	Stepney St	Stepney	113.8	2.27	258.3	RHS	\$ 23,478			
Insitu Concrete	Non-Interlocking Paved	Lower Portrush Rd (MR)	Beasley St	Council Bdy	Marden	274.4	1.2	332.0	RHS	\$ 31,673			
Insitu Concrete	Non-Interlocking Paved	Lower Portrush Rd (MR)	Beasley St	Council Bdy	Marden	247.2	1.1	259.6	RHS	\$ 24,766			
Hotmix Bitumen	Non-Interlocking Paved	Penna Ave	Barnett Ave	Glynburn Rd	Glynde	202.0	3.0	606.0	LHS	\$ 55,082	2	Kerb patching required - Refer to Kerb Program	
Hotmix Bitumen	Non-Interlocking Paved	Penna Ave	Barnett Ave	Glynburn Rd	Glynde	202.0	2.6	525.2	RHS	\$ 47,738	2	Kerb patching required - Refer to Kerb Program	
Hotmix Bitumen	Non-Interlocking Paved	Provident Ave	Sunbeam Rd	Barnett Ave	Glynde	109.1	2.5	272.8	LHS	\$ 24,796	2	Kerb patching required - Refer to Kerb Program	
Hotmix Bitumen	Non-Interlocking Paved	Provident Ave	Barnett Ave	Glynburn Rd	Glynde	198.1	2.5	495.3	LHS	\$ 45,020	2	Kerb patching required - Refer to Kerb Program	
Hotmix Bitumen	Non-Interlocking Paved	Provident Ave	Sunbeam Rd	Barnett Ave	Glynde	198.0	2.0	396.0	RHS	\$ 35,994	2		
Hotmix Bitumen	Non-Interlocking Paved	Provident Ave	Barnett Ave	Glynburn Rd	Glynde	109.1	2.2	235.7	RHS	\$ 21,424	2		
Hotmix Bitumen	Non-Interlocking Paved	Richmond St (Hackny)	Hatswell St	Torrens St	Hackney	219.3	1.6	348.7	LHS	\$ 31,695	2	Kerb patching required - Refer to Kerb Program	
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Second Ave	Third Ave	St Peters	90.1	1.7	149.6	LHS	\$ 14,272	3		
Interlocking Paved	Non-Interlocking Paved	St. Peters St	Third Ave	Fourth Ave	St Peters	92.0	1.7	156.4	LHS	\$ 14,243			
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Fourth Ave	Fifth Ave	St Peters	90.3	1.7	149.0	LHS	\$ 14,215			
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Fifth Ave	Sixth Ave	St Peters	90.5	1.8	158.4	LHS	\$ 15,111			
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Sixth Ave	Seventh Ave	St Peters	92.4	1.7	152.5	LHS	\$ 14,548			
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Seventh Ave	Eighth Ave	St Peters	94.4	1.7	155.8	LHS	\$ 14,863			
Hotmix Bitumen	Non-Interlocking Paved	St. Peters St	Second Ave	Third Ave	St Peters	90.1	1.8	162.2	RHS	\$ 14,771			
Hotmix Bitumen	Non-Interlocking Paved	St. Peters St	Third Ave	Fourth Ave	St Peters	91.9	1.9	174.6	RHS	\$ 15,900			
Hotmix Bitumen	Non-Interlocking Paved	St. Peters St	Fourth Ave	Fifth Ave	St Peters	90.3	1.9	174.3	RHS	\$ 15,873			
Hotmix Bitumen	Non-Interlocking Paved	St. Peters St	Fifth Ave	Sixth Ave	St Peters	90.5	1.8	162.9	RHS	\$ 14,835			
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Sixth Ave	Seventh Ave	St Peters	92.3	1.7	152.3	RHS	\$ 13,869			
Insitu Concrete	Non-Interlocking Paved	St. Peters St	Seventh Ave	Eighth Ave	St Peters	94.5	1.6	155.0	RHS	\$ 14,115			
Hotmix Bitumen	Non-Interlocking Paved	Stephen Tce (MR)	Payneham Rd	First Ave	St Peters	132.7	2.8	371.6	LHS	\$ 33,776	2		
Hotmix Bitumen	Non-Interlocking Paved	Union St	Stepney St	Nelson St	Stepney	238.7	1.5	346.1	RHS	\$ 31,459	0	Kerb patching required - Refer to Kerb Program	
										<b>\$ 888,259</b>			
<b>Other works</b>													
										Developer Subsidies 50/50	\$ 20,000		
										Bus Shelter DDA Pads	\$ 50,000		
										<b>\$ 70,000</b>			
						<b>Total Area</b>	<b>9640 sqm</b>						
										<b>Total Footpath Allocated</b>	<b>\$ 958,259</b>		

# CAPITAL WORKS PROGRAM 2021-2022

## ROAD RESEALING

Existing Surface	Proposed Treatment	Street	From	To	Suburb	Surface Area (m2)	Total Budget (\$)	Associated works / Notes
Slurry Seal / Cold Overlay	Hotmix Reseal	Anne St (Marden)	Marden Rd	Wear Ave	Marden	815	\$ 17,132	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Arthur St	Henry St	Payneham Rd	Payneham	1,230	\$ 25,839	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Arthur St	Marian Rd	Rosella St	Payneham	2,002	\$ 113,936	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	Boswell Pl	Brown St	End	Norwood	279	\$ 6,381	
Slurry Seal / Cold Overlay	Hotmix Reseal	Buik Cres	Tippett Ave	Addison Ave	Marden	851	\$ 17,888	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Canterbury Ave	Albermarle Ave	Lechfield Cres	Trinity Gardens	1,404	\$ 29,503	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Davis Ct	Davis Rd	End - Davis Ct	Glynde	362	\$ 7,613	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Dean Gr	Talbot Gr	The Crescent	Marryatville	591	\$ 12,420	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Fourth Ave	Stephen Tce	Winchester St	St Peters	2,910	\$ 110,618	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	Gage St	Seventh Ave	Gwynne St	St Morris	1,168	\$ 42,161	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Henry St (Payneham)	Arthur St	Ashbrook Ave	Payneham	1,767	\$ 40,435	Intersection design & Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Henry St (Payneham)	Edward St	Barnes Rd	Payneham	1,198	\$ 25,171	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Henry St (Stepney)	Stepney St	Nelson St	Stepney	1,630	\$ 61,963	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Marian Rd	Arthur St	Ashbrook Ave	Payneham	1,744	\$ 62,947	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Pembury Gr	The Bend	Bradgate Cres	Felixstow	667	\$ 14,010	
Slurry Seal / Cold Overlay	Hotmix Reseal	Pembury Gr	Bradgate Cres	Cardigan Ave	Felixstow	604	\$ 12,686	
Slurry Seal / Cold Overlay	Hotmix Reseal	Second Ave (St M)	Gage St	Green St	St Morris	1,006	\$ 23,028	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	Shipsters Rd	Kensington Rd	The Parade	Kensington	6,005	\$ 216,730	Half road width only
Slurry Seal / Cold Overlay	Hotmix Reseal	St. Peters St	Second Ave	Third Ave	St Peters	657	\$ 24,974	St Peters St upgrade project
Spray Seal	Hotmix Reseal	St. Peters St	Third Ave	Fourth Ave	St Peters	662	\$ 15,161	St Peters St upgrade project
Slurry Seal / Cold Overlay	Hotmix Reseal	St. Peters St	Fourth Ave	Fifth Ave	St Peters	661	\$ 25,141	St Peters St upgrade project
Slurry Seal / Cold Overlay	Hotmix Reseal	St. Peters St	Sixth Ave	Seventh Ave	St Peters	680	\$ 15,573	St Peters St upgrade project
Slurry Seal / Cold Overlay	Hotmix Reseal	St. Peters St	Seventh Ave	Eighth Ave	St Peters	675	\$ 15,438	St Peters St upgrade project
Slurry Seal / Cold Overlay	Hotmix Reseal	Stacey Ct	South End	Janet St	Maylands	223	\$ 4,677	
Slurry Seal / Cold Overlay	Hotmix Reseal	Stempel St	Edward St	Glenora Crt	Glynde	297	\$ 6,788	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	Sunbeam Rd	Provident Ave	Lewis Rd	Glynde	1,144	\$ 61,396	Review requirements based on truck traffic
Slurry Seal / Cold Overlay	Hotmix Reseal	The Crescent	Dean Gr	Break	Marryatville	568	\$ 13,022	
Hotmix	Hotmix Reseal	The Parade	Phillips St	Shipsters Rd	Kensington	7,249	\$ 261,656	
Hotmix	Hotmix Reseal	The Parade	Portrush Rd	Phillips St	Kensington	2,763	\$ 94,513	
Hotmix	Hotmix Reseal	The Parade West	Bend	Fullarton Rd	Kent Town	2,863	\$ 97,930	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	The Parade West	Rundle St	Bend	Kent Town	3,846	\$ 138,823	
Hotmix	Hotmix Reseal	Threlfall Ave	Break	Charles St	Norwood	707	\$ 16,173	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	Threlfall Ave	Charles St	Break	Norwood	736	\$ 15,452	
Slurry Seal / Cold Overlay	Hotmix Reseal	Tippett Ave	River St	Addison Ave	Marden	873	\$ 18,342	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Hotmix Reseal	Wear Ave	Payneham Rd	Kent St	Marden	1,242	\$ 26,104	Kerb patching required - Refer to Kerb Program
Hotmix	Hotmix Reseal	Wooler St	Heathpool Rd	Northumberland St	Heathpool	880	\$ 20,135	Kerb patching required - Refer to Kerb Program

**Total Reseal Area 52,959 \$ 1,711,759**

Hotmix	Pavement Reconstruction	Addison Ave	Broad St	Buik Cres	Marden	817	\$ 62,785	Kerb patching required - Refer to Kerb Program
Hotmix	Pavement Reconstruction	Addison Ave	Buik Cres	Tippett Ave	Marden	1,003	\$ 77,125	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Pavement Reconstruction	Addison Ave	Tippett Ave	Battams Rd	Marden	1,085	\$ 83,414	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Pavement Reconstruction	Ann St (Stepney)	Henry St	Payneham Rd	Stepney	3,007	\$ 231,166	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Pavement Reconstruction	Battams Rd	Second Ave	Addison Ave	Royston Park	5,489	\$ 494,503	Partially funded through Road to Recovery allocation & Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Pavement Reconstruction	Bishops Pl	Regent St	Shipsters Rd	Kensington	1,196	\$ 91,956	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Pavement Reconstruction	Kent St	Marden Rd	Wear Ave	Marden	777	\$ 51,978	Kerb patching required - Refer to Kerb Program
Hotmix	Pavement Reconstruction	Kent St	Roundabout	Wear Ave	Marden	201	\$ 51,776	

# CAPITAL WORKS PROGRAM 2021-2022

## ROAD RESEALING

Existing Surface	Proposed Treatment	Street	From	To	Suburb	Surface Area (m2)	Total Budget (\$)	Associated works / Notes
Slurry Seal / Cold Overlay	Pavement Reconstruction	Kent St	Wear Ave	OG Rd	Marden	748	\$ 50,025	Kerb patching required - Refer to Kerb Program
Slurry Seal / Cold Overlay	Pavement Reconstruction	Lewis Rd	Avenue Rd	Barnes Rd	Glynde	2,215	\$ 170,272	
Slurry Seal / Cold Overlay	Pavement Reconstruction	Sixth Ave	Suburb boundary	Lambert Rd	St Peters	3,414	\$ 262,474	Deeplift for bus traffic loading
<b>Total Rconstruction Area</b>						<b>19,951</b>	<b>\$ 1,627,475</b>	
Minor Road Design & Pavement Investigation							\$ -	
Rejuvenation Program Allowance							\$ 150,000	
<b>Total Other</b>							<b>\$ 150,000</b>	
							\$ 362,298	
							\$ 362,298	
							\$ 3,126,936	

# KERB PROGRAM 2021-2022

## KERB RECONSTRUCTION

Ex Kerb Type	Street	From	To	Suburb	Replacement Length (Lm)	Kerb Cost	Pram Ramp	Associated works / Notes
Concrete kerb and gutter	Addison Ave	Broad St	Buik Cres	Marden	20	\$ 5,887		Aligns with Reseal Program
Concrete kerb and gutter	Addison Ave	Buik Cres	Tippett Ave	Marden	30	\$ 8,831		Aligns with Reseal Program
Concrete kerb and gutter	Addison Ave	Tippett Ave	Battams Rd	Marden	70	\$ 20,605		Aligns with Reseal Program
Bluestone kerb	Angas Street	Dequetteville Tce	Fullarton Rd	Kent Town	445	\$ 177,625		
Bluestone kerb	Ann St (Stepney)	Henry St	Payneham Rd	Stepney	315	\$ 92,753		Aligns with Reseal Program
Concrete kerb and gutter	Anne St (Marden)	Marden Rd	Wear Ave	Marden	64	\$ 18,422	4	Aligns with Reseal Program
Concrete kerb and gutter	Arthur St	Henry St	Payneham Rd	Payneham	81	\$ 23,548		Aligns with Reseal Program
Concrete kerb and gutter	Arthur St	Marian Rd	Rosella St	Payneham	216	\$ 62,575	4	Aligns with Reseal Program
Concrete kerb and gutter	Battams Rd	Second Ave	Addison Ave	Royston Park	120	\$ 35,322		Aligns with Reseal Program
Bluestone & Concrete kerb and gutter	Bishops	Regent St	Shipsters Rd	Kensington	103	\$ 30,450		Aligns with Reseal Program
Concrete kerb and gutter	Buik Cres	Tippett Ave	Addison Ave	Marden	36	\$ 10,302		Aligns with Reseal Program
Concrete kerb and gutter	Canterbury Ave	Albermarle Ave	Lechfield Cres	Trinity Gardens	25	\$ 8,831		Aligns with Reseal Program
Concrete kerb and gutter	Davis Ct	Davis Rd	End - Davis Ct	Glynde	30	\$ 8,831		Aligns with Reseal Program
Concrete kerb and gutter	Dean Gr	Talbot Gr	The Crescent	Marryatville	95	\$ 27,963		Aligns with Reseal Program
Concrete kerb and gutter	Fourth Ave	Stephen Tce	Winchester St	St Peters	140	\$ 47,096		Aligns with Reseal Program
Concrete kerb and gutter	Gage St	Seventh Ave	Gwynne St	St Morris	20	\$ 5,887		Aligns with Reseal Program
Concrete kerb and gutter	Henry St (Payneham)	Arthur St	Ashbrook Ave	Payneham	75	\$ 26,136		Aligns with Reseal Program
Concrete kerb and gutter	Henry St (Payneham)	Edward St	Barnes Rd	Payneham	90	\$ 26,136	2	Aligns with Reseal Program
Concrete kerb and gutter	Henry St (Stepney)	Stepney St	Nelson St	Stepney	60	\$ 17,661		Aligns with Reseal Program
Bluestone & Concrete kerb and gutter	Henry St (Stepney)	Bend # 1	George St	Stepney	470	\$ 143,115		Aligns with Footpath Program
Concrete kerb and gutter	Kent St	Marden Rd	Wear Ave	Marden	32	\$ 9,440		Aligns with Reseal Program
Concrete kerb and gutter	Kent St	Wear Ave	OG Rd	Marden	16	\$ 4,771		Aligns with Reseal Program
Concrete kerb and gutter	Lewis Rd	Avenue Rd	Barnes Rd	Glynde	210	\$ 61,915		Aligns with Reseal Program
Concrete kerb and gutter	Marian Rd	Arthur St	Ashbrook Ave	Payneham	161	\$ 46,741	2	Aligns with Reseal Program
Concrete kerb and gutter	Penna Ave	Barnett Ave	Glynburn Rd	Glynde	100	\$ 30,450	4	Aligns with Footpath Program
Concrete kerb and gutter	Richmond St (Hackny)	Hatswell St	Torrens St	Hackney	210	\$ 70,035	3	Aligns with Footpath Program
Concrete kerb and gutter	Second Ave (St M)	Gage St	Green St	St Morris	55	\$ 15,834	2	Aligns with Reseal Program
Concrete kerb and gutter	St. Peters St	Second Ave	Third Ave	St Peters	158	\$ 46,410		St Peters Street Upgrade Project
Concrete kerb and gutter	St. Peters St	Third Ave	Fourth Ave	St Peters	96	\$ 28,258		St Peters Street Upgrade Project
Concrete kerb and gutter	St. Peters St	Fourth Ave	Fifth Ave	St Peters	160	\$ 47,138		St Peters Street Upgrade Project
Concrete kerb and gutter	St. Peters St	Sixth Ave	Seventh Ave	St Peters	180	\$ 61,103		St Peters Street Upgrade Project
Concrete kerb and gutter	St. Peters St	Seventh Ave	Eighth Ave	St Peters	190	\$ 64,047		St Peters Street Upgrade Project
Concrete kerb and gutter	Stephen Tce	Payneham Rd	First Ave	St Peters	125	\$ 42,123	2	Aligns with Footpath Program
Concrete kerb and gutter	Strepel St	Edward St	Glenora Crt	Glynde	51	\$ 14,718		Aligns with Reseal Program
Concrete kerb and gutter	The Parade West	Bend	Fullarton Rd	Kent Town	220	\$ 64,757		Aligns with Reseal Program
None	Threlfall Ave	Break	Charles St	Norwood	150	\$ 44,153		New spoon drain with Reseal Program
Concrete kerb and gutter	Tippett Ave	River St	Addison Ave	Marden	30	\$ 8,831		Aligns with Reseal Program
Concrete kerb and gutter	Union St	Stepney St	Nelson St	Stepney	240	\$ 73,080		Aligns with Footpath Program
Concrete kerb and gutter	Wear Ave	Payneham Rd	Kent St	Marden	36	\$ 10,302		Aligns with Reseal Program
Concrete kerb and gutter	Wooler St	Heathpool Rd	Northumberland St	Heathpool	50	\$ 14,362	2	Aligns with Reseal Program
						\$ 1,556,440		
<b>Kerb Patching (Contingency)</b>								
					Kerb patching	\$ 30,000		Additional kerb patching
						\$ 30,000		
<b>Other works</b>								

# KERB PROGRAM 2021-2022

## KERB RECONSTRUCTION

Ex Kerb Type	Street	From	To	Suburb	Replacement Length (Lm)	Kerb Cost	Pram Ramp	Associated works / Notes
	Tree Inlet Pits	Various locations			20	\$ 20,000		
	Roundabout/Ramps	Various locations			16	\$ 50,000		
	Pram Ramps	Various locations			25	\$ 30,000		
						\$ 100,000		
						<b>Total Length</b>	<b>4975 Lm</b>	
						<b>Total Kerb Allocated \$</b>	<b>1,686,440</b>	

# TRAFFIC CONTROL RENEWAL PROGRAM 2021-2022

## TRAFFIC CONTROL DEVICE RECONSTRUCTION

Devicie Type	Street	Intersection	Suburb	Description	Cost	Associated works / Notes
<b>Traffic Control Device Renewal Program</b>						
Roundabout	Kent St	Wear Ave	Marden	Roundabout, traffic islands and pram ramps	\$ 28,562	Kent Street reconstruction
					<b>Total \$</b>	<b>28,562</b>

Device / Treatment	Street	From	To	Suburb	Cost	Associated works / Notes
<b>Capital Upgrades</b>						
St Morris Bikeway	Henry St	Magill Rd	Nelson St	Stepney	\$ 190,000	Implimentation of City-Wide Cycling Plan
St Morris Bikeway	Aberdare Ave	Amherst Ave	Aveland Ave	Trinity Gardens	\$ 190,000	Implimentation of City-Wide Cycling Plan
					<b>Total \$</b>	<b>380,000</b>

**Traffic Control Allocated** \$ **408,562**

# CAPITAL WORKS PROGRAM 2021-2022

## OFF ROAD CARPARKS RESEALING

Location	Street	Intersection	Suburb	Description	Cost	Associated works / Notes
River Park Carpark	River St	River Park	St Peters	Car park reseal	\$ 7,196	
					<b>Total \$</b>	<b>7,196</b>

**Off Road Carparks Allocated** \$ **7,196**

# CAPITAL WORKS PROGRAM 2021-2022

## LINEAR PARK PATH

Proposed Treatment	Location	From	To	Suburb	Surface Area (m2)	Cost
<b>Renewal</b>						
Hotmix Reseal	Segment 3 Surface	Torrens St	River Torrens Crossing	College Park	527	\$ 18,223
Hotmix Reseal	Segment 4 Surface	Torrens St	River Torrens Crossing	College Park	50	\$ 1,733
Hotmix Reseal	Segment 14 Surface	Battams Rd	Council Boundary	Royston Park	986	\$ 34,077
Hotmix Reseal	Segment 15 Surface	Battams Rd	Council Boundary	Royston Park	57	\$ 1,953
Hotmix Reseal	Segment 16 Surface	Battams Rd	Council Boundary	Royston Park	423	\$ 14,611
Hotmix Reseal	Segment 17 Surface	Battams Rd	Council Boundary	Royston Park	444	\$ 15,345
Hotmix Reseal	Segment 18 Surface	Battams Rd	Council Boundary	Royston Park	290	\$ 10,009
<b>Total Reseal Area</b>					<b>2,776</b>	<b>\$ 95,950</b>
<b>Capital Upgrades</b>						
Pavement widening	Segments 3-4	Torrens St	River Torrens Crossing	College Park		\$ 30,450
Pavement widening	Segments 14-18	Battams Rd	Council Boundary	Royston Park		\$ 166,866
						<b>\$ 197,316</b>
<b>Linear Park Path Allocated</b>						<b>\$ 293,266</b>

# CAPITAL WORKS PROGRAM 2021-2022

## DESIGN OF RECONSTRUCTION PROJECTS

Location	From	To	Suburb	Description	Cost	Associated works / Notes
<b>Renewal</b>						
Winchester St*	First Ave	Tenth Ave	St Peters	Design of roundabouts requiring renewal	\$ 20,000	City-Wide Cycling Plan
Battams Rd	Second Ave	Addison Ave	Royston Park	Pavement design	\$ 50,000	Road Reconstruction Program / City-Wide Cycling Plan
Kent St	Marden Rd	OG Rd	Marden	Pavement design	\$ 20,000	Road Reconstruction Program
Lewis Rd	Avenue Rd	Barnes Rd	Glynde	Pavement design	\$ 20,000	Road Reconstruction Program
Addison Ave	Broad St	Battams Rd	Marden	Pavement design	\$ 15,000	Road Reconstruction Program
Marian Rd*	Gage St	Glynburn Rd	Firle	Pavement design	\$ 30,000	
Ninth Ave, River St & Eighth Ave*	Stephen Tce	Harrow Rd	St Peters	Pavement, surface drainage & traffic design	\$ 50,000	City-Wide Cycling Plan
Sixth Ave	Suburb boundary	Lambert Rd	St Peters	Pavement design	\$ 15,000	Road Reconstruction Program
<b>Total Renewal</b>					<b>\$ 220,000</b>	
<b>Capital Upgrades</b>						
Little Grenfell Street*	College Rd	Fullarton Rd	Kent Town	Pavement, surface drainage & traffic design	\$ 22,500	Kent Town Streetscape / City-Wide Cycling Plan
Little Angas Street*	Dequetteville Tce	Fullarton Rd	Kent Town	Pavement, surface drainage & traffic design	\$ 22,500	Kent Town Streetscape
Regent St, Maesbury St, High St, Phillips St, William St & Angas St*	Shipsters Rd	Dequetteville Tce	Various	Pavement, surface drainage & traffic design	\$ 108,000	City-Wide Cycling Plan
<b>Total Capital</b>					<b>\$ 153,000</b>	
<b>Total Design Allocated</b>					<b>\$ 373,000</b>	

\* Construction to occur in future years



# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Drainage Program 2021-2022

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

To deliver the Drainage Program 2021-2022 ("the Program") which involves enhancement of the Council's drainage network.

The Program includes the design and upgrade of the Council's trunk stormwater drainage network as directed by the City Wide Floodplain Mapping project.

The Program has been developed in accordance with the objectives and goals contained in the Council's Stormwater Management Infrastructure Asset Management Plan (2020) and the Floodplain Mapping and Management Strategy (2019).

The Budget estimate for the 2020-2021 Drainage Program of \$3,846,000 incorporates both design and construction projects.

The design projects to be delivered are as follows:

- Minor Drainage Designs - \$17,500
- CCTV Drainage Inspections - \$37,500

The design projects to be delivered are as follows:

- **Trinity Valley Drainage Stage 1** (Stormwater capacity upgrade between Linde Reserve and Clifton St via Nelson St, Henry St and Frederick St) - \$2,250,000 (2021-2022) & \$4,250,000 (2022-2023)
- **The Crescent / Dean Grove**, Marryatville overland flow path and First Creek Pedestrian Bridge (overland flow path redirection to prevent stormwater entering Talbot Grove and replacement of bridge across First Creek at The Crescent due to poor condition) - \$286,000
- **Seventh Avenue, St Peters Upgrade** - \$200,000 (Pipe upgrade works in Seventh Ave and St Peters to reduce risks associated with flooding. To be undertaken in conjunction with St Peters Street Upgrade)
- **Stephen Terrace Flow Diversion** - \$1,000,000 (Diversion of stormwater from Stephen Tce to reduce risk of downstream flooding. Diverted flow to be detained underground in Burchell Reserve and utilised for WSUD. To be undertaken in conjunction with Burchell Reserve Upgrade)
- **Minor Drainage Construction** - \$20,000

Opportunities for Grant Funding will be explored with the Stormwater Management Authority and Green Adelaide as they arise.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

Increase flood protection to private properties, reduce the level of localised flooding through known parts of the City, repair drainage assets, improve the service level provision of drainage infrastructure to current standards and continue proactive management of drainage asset inspections to identify issues which need to be addressed.

Drainage projects and scope of works will be prioritised as the review progresses and as per the Council's resolutions.

## RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

### **Social Equity:**

**A connected, accessible and pedestrian friendly community.**

Upgrading the City's drainage network on a priority basis will increase the level of flood protection at locations experiencing flooding.

### **Cultural Vitality:**

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

### **Economic Prosperity:**

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

By increasing the flood protection at locations experience flooding there will be less economic loss during rain events where flooding pre drainage upgrade would have occurred.

### **Environmental Sustainability:**

**A leader in environmental sustainability.**

Environmentally sustainable options are investigated during the site specific design process.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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#### **Culture & change**

**An engaged and committed workforce that is outcome focussed.**

Departments work collectively and collaboratively to shared outcome.

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#### **Capability**

**Enabling Organisational capability and capacity through "Our People".**

Implementing designs that manage flood risk of storm events while using stormwater in an environmentally sustainable manner.

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#### **Continuous Improvement**

**Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.**

Monitor the outcomes of previous projects and apply learnings to future projects.

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#### **Safe & Fair**

**Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace.**

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#### **Structure & Framework**

**Systems and Processes are innovative and supportive of "Our People".**

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## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Residents in high risk locations continue to flood. Reputational damage to Council and community disapproval.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Extreme (2). Following on from multiple flood events in recent times, citizens in high risk locations are actively engaged in the storm water drainage review process and eager to see projects to alleviate the situation constructed. Failure to act and implement recommendations would have catastrophic reputational damage to the Council along with economic loss to the residents.

The increased intensity of rainfall predicted increases the likelihood of flooding events occurring in any given year.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no known constraints which would impact on the delivery of the Project at this time. The priority order of projects is subject to change following on from the strategic review.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e., Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Stormwater Management Infrastructure Asset Management Plan (2020).

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The Council endorsed its current Stormwater Management Infrastructure Asset Management Plan (2020) at its meeting held on 18 January 2021. The Council endorsed the City Wide Floodplain Mapping And Long Term Drainage Program (2019) at its meeting held on 4 March 2019.

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, internal resources will be required to project manage Program.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

As required, Working Group(s) will be established to provide direct and ongoing feedback to the Council's Consultant(s) / Contractor(s) engaged to undertake the review as well as those engaged to deliver the Program. As required, a Steering Group(s) will also be established to support the Working Group(s) at key milestones throughout the undertaking of the delivery of the Program. The establishment of these Groups is considered to be paramount to the success of the project.

<b>FUNDING REQUEST</b>
------------------------

**FUNDING IMPLICATIONS**
**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding	TBC					
• User Charges						
• Other						
<b>Total External Funding (a)</b>	<b>TBC</b>					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs	\$55,000					
• Construction Costs	\$3,791,000					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$3,846,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$3,846,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

Scott Dearman  
Project Manager, Assets  
*(Insert name & title of Project Owner)*

25 February 2021  
*(Date)*

Supported by

Peter Perilli  
General Manager, Urban Services  
*(Insert name & title of relevant General Manager)*

1 March 2021  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

Item	Project	Phase	Duration	Priority	Prerequisite	Cost	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
First Creek	1c	North Terrace to Hackney Road	Design	1 year	High	1a, 1b	\$ 100,000			\$ 95,000		
	1d	North Terrace to Hackney Road	Construction	1 year	High	1c	\$ 2,500,000				\$ 2,500,000	
	2c	Kent Town Inlet Upgrades	Design	1 year	Medium	Nil	\$ 50,000					
	2d	Kent Town Inlet Upgrades	Construction	1 year	Medium	1d, 2c	\$ 250,000				\$ 250,000	
	3a	Sydenham Road to Charles Street	Concept	1 year	Medium	Nil	\$ 25,000					
	3c	Sydenham Road to Charles Street	Design	1 year	Medium	Nil	\$ 100,000					
	3d	Sydenham Road to Charles Street	Construction	1 year	Medium	1d, 3c	\$ 2,000,000					
	4c	The Crescent / Dean Grove	Design	1 year	Medium	Nil	\$ 40,000					
	4d	The Crescent / Dean Grove	Construction	1 year	Medium	4c	\$ 125,000	\$ 286,000				
	5c	Hatswell Street	Design	1 year	Low	5b	\$ 25,000					
5d	Hatswell Street	Construction	1 year	Low	5c	\$ 500,000						
Second Creek	7c	Kensington Road	Design	1 year	Low	Nil	\$ 10,000					
	7d	Kensington Road	Construction	1 year	Low	7c	\$ 30,000					
Third Creek	8c	Payneham to Bridge	Design	1 year	High	8b	\$ 100,000					
	8d	Payneham to Bridge	Construction	1 year	High	8c	\$ 3,470,000			\$ 2,000,000		
	9c	Bridge to Rosella	Design	1 year	Medium	8c	\$ 80,000				\$ 80,000	
	9d	Bridge to Rosella	Construction	1 year	Medium	8d, 9c	\$ 825,000					
	10c	Rosella to John	Design	1 year	Medium	9c	\$ 80,000				\$ 80,000	
	10d	Rosella to John	Construction	1 year	Medium	9d, 10c	\$ 1,400,000					
	11c	John to Marian	Design	1 year	Medium	10c, 11b	\$ 80,000				\$ 80,000	
	11d	John to Marian	Construction	1 year	Medium	10d, 11c	\$ 1,400,000					
	12c	Gage Street Culvert	Design	1 year	Medium	Nil	\$ 35,000					
	12d	Gage Street Culvert	Construction	1 year	Medium	11d, 12c	\$ 450,000					
13c	Sommers Avenue Culvert	Design	1 year	Medium	Nil	\$ 35,000						
13d	Sommers Avenue Culvert	Construction	1 year	Medium	12d, 13c	\$ 350,000						
Trinity Valley	14c	Trinity Valley Stormwater Design	Design	1 year	High	Nil	\$ 470,000					
	14d	Stage 1 (Laura Street Bypass)	Construction	1 year	High	6d, 16c	\$ 6,650,000	\$ 2,250,000	\$ 4,250,000			
	15b	Stage 2 (Albermarle detention culvert)	Construction	1 year	Medium	16d, 17c	\$ 4,800,000				\$ 3,000,000	\$ 1,800,000
	16d	Stage 3 (Jones detention culvert)	Construction	1 year	High	18.2c	\$ 1,400,000			\$ 1,400,000		
	18d	Stage 4 (St Morris Reserve detention)	Construction	1 year	Low	20c	\$ 2,600,000					\$ 1,500,000
Joslin Valley	19c	Joslin Valley Stormwater Design	Design	1 year	Medium	Nil	\$ 400,000					
	19d	Joslin Valley Stage 1 (Portrush & Lambert)	Construction	3 year	Medium	19c	\$ 5,000,000					
	21a	Joslin Valley Stage 2 (Lambert Road to Stephen Tce)	Construction	1 year	Medium	19c	\$ 3,000,000					
	20c	Seventh Avenue	Design	1 year	Medium	Nil	\$ 40,000					
	20d	Seventh Avenue	Construction	1 year	Medium	20c	\$ 200,000	\$ 200,000				
Historic Projects	23c	Beulah Road, Norwood (Fullarton Road to Charlotte Street)	Design	1 year	Low	Nil	\$ 50,000					
	23d	Beulah Road, Norwood (Fullarton Road to Charlotte Street)	Construction	1 year	Low	23c	\$ 500,000					
	25c	Harris Street - Wall Street, Norwood	Design	1 year	Low	Nil	\$ 50,000					
	25d	Harris Street - Wall Street, Norwood	Construction	1 year	Low	25c	\$ 500,000					
	26c	Bishops Place, Kensington	Design	1 year	Low	Nil	\$ 35,000					
	26d	Bishops Place, Kensington	Construction	1 year	Low	26c	\$ 350,000					
	27c	Hampden Street, Firlie	Design	1 year	Low	Nil	\$ 67,500					
	27d	Hampden Street, Firlie	Construction	1 year	Low	27c	\$ 675,000					
	28c	Luhrs Road, Payneham South	Design	1 year	Low	Nil	\$ 35,000					
	28d	Luhrs Road, Payneham South	Construction	1 year	Low	28c	\$ 350,000					
	29c	Kildare Ave low point, Marden	Design	1 year	Low	Nil	\$ 50,000					
	29d	Kildare Ave low point, Marden	Construction	1 year	Low	29c	\$ 500,000					
	30c	Stephen Terrace, St Peters	Design	1 year	Low	Nil	\$ 75,000					
	30d	Stephen Terrace, St Peters	Construction	1 year	Low	30c	\$ 1,000,000	\$ 1,000,000				
	31c	Inlet Upgrades - Magill Road	Design	1 year	Low	Nil	\$ 30,000					
31d	Inlet Upgrades - Magill Road	Construction	1 year	Low	6d, 31c	\$ 300,000						
33	Eighth Lane Pump Station Rising Main Extension	Construction	1 year	Request		\$ 35,000	\$ 35,000					
	Minor Drainage Designs & Constructions						\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500
	CCTV Inspections						\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500
	<b>Total</b>					\$ 44,414,500	\$ 3,846,000	\$ 4,325,000	\$ 3,570,000	\$ 3,065,000	\$ 3,075,000	\$ 3,375,000
	LTFP Target						\$ 3,412,500	\$ 3,537,500	\$ 3,532,500	\$ 3,077,500	\$ 3,037,500	\$ 2,962,500
	Difference						\$ 433,500	\$ 787,500	\$ 37,500	-\$ 12,500	\$ 37,500	\$ 412,500



# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Recreation & Open Space Works Program 2021-2022

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.***

To deliver the Recreation & Open Space Works Program 2021-2022 ("the Program") which will see the replacement and upgrade of various assets as identified and as allowed for in the Council's Recreation and Open Space Infrastructure Asset Management Plan (2020).

In accordance with the requirements of the Local Government Act, the Council has adopted various Asset Management Plans. These Plans set out the Council's strategies and objectives with respect to its management and development of its major assets, including its recreation and open space assets. The delivery of the Recreation & Open Space Works Program is essential in meeting the Council's obligations and commitments, as set out in its adopted Asset Management Plan.

The progressive and annual renewal of identified components of the Council's recreation and open space assets will ensure that these assets continue to be maintained and are fit-for-purpose. These assets include reserve paths, playgrounds, tennis courts, irrigation systems and reserve furniture and infrastructure.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The Program will ensure that the identified assets are upgraded and renewed as required and therefore continue to be fit for purpose. Recreation and open space assets are of great value to the residents and visitors of our City as well as the wider community. The use of these assets is dependent on the condition in which they are located. There is an expectation that these assets are fit-for-purpose to enable continued use. In addition to that, the Council has adopted a number of strategies which require allocations of funding on an annual basis to ensure the delivery of the Program.

The renewal of identified assets which are considered to have reached the end of their useful lives will reduce the likelihood of an increase in operational maintenance. The "Whole-of-Life" replacement program for these assets has established intervention levels for identified assets to ensure that renewal occurs before operational maintenance costs escalate due to age or deterioration.

A copy of the Program is attached.

## RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

### **Social Equity:**

**A connected, accessible and pedestrian friendly community.**

The Program will allow for the renewal of identified recreation and open space assets currently located within the City which are considered to have reached the end of their useful lives. The priorities in terms of selecting which assets to include in the Program has been through a combination of data collated from a condition audit of these assets, staff awareness of existing issues which need to be addressed, Council adopted strategies and requests which have been made for the upgrade of these assets from residents and visitors of our City.

### **Cultural Vitality:**

**A culturally rich and diverse city with a strong sense of identity, history and sense of place**

The Program, from time to time, addresses the renewal or refurbishment of heritage items that have a strong connection to the history and identity of the City. These items include heritage drinking fountains, lamp posts, statues and monuments.

### **Economic Prosperity:**

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

There are several recreation and open space areas, structures and facilities adjacent to business and service centres. Due to the high usage of these assets, renewal periods are shorter, reflecting the shorter life and the need to maintain a higher level of service.

### **Environmental Sustainability:**

**A leader in environmental sustainability.**

The Program is consistently linked to Environmental Sustainability objectives through revegetation of open spaces, provision of shade either through structures or tree canopy, water conservation and quality through Water Sensitive Urban Design treatments in open space areas.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

**How will the deliverables of the project contribute to the Councils Organisational Strategy?**

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*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

#### **Culture & change**

**An engaged and committed workforce that is outcome focussed.**

---

The Program is often developed through collaboration with various Unit / Departments including City Assets, City Services and Strategic Projects and while it is primarily renewal based there is a changing focus toward asset upgrades or redevelopment. While this can be driven by compliance with standards it is more often than not driven by a need to improve the service level of the assets.

---

#### **Capability**

**Enabling Organisational capability and capacity through “Our People”.**

---

While a great deal of the Program is delivered by consultants and contractors, Council staff plan, design and undertake the project management aspects of the works. City Assets staff work closely with City Services staff, who will be responsible for the maintenance of the asset and Strategic Projects, who design major upgrade / redevelopment projects which are often part funded through the Program.

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#### **Continuous Improvement**

**Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.**

---

The Program is a collaboration between Departments and Council staff to achieve asset renewal that is synchronised with higher level project based outcomes. Systems and processes are being developed to ensure that the collaboration is efficient and effective.

---

#### **Safe & Fair**

**Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace.**

---

The Program considers safe design and installation aspects to ensure that Council staff can safely maintain assets and that the assets are fit-for-purpose and safe for public use.

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#### **Structure & Framework**

**Systems and Processes are innovative and supportive of “Our People”.**

---

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Recreation and open space assets which are aged or have deteriorated pose a risk to the Council as they are:

- approaching the end of their useful lives;
- not compliant with current standards; and/or
- are out dated and not considered fit for use.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The following is a brief assessment of the key components of the Program:

- Playgrounds, Irrigation Systems, and Reserve Paths, Furniture and Infrastructure – Substantial Risk 13 due to age, condition and non-compliance of assets to be replaced.
- Tennis Courts – High Risk 7 due to aging and damaged assets.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no foreseeable constraints at this time which are expected to impact on the delivery of the Program.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

- Open Space Strategy (2004)
- Tennis Facilities Policy (2005)
- Playgrounds Strategy (2006)
- Irrigation Management Plan (2009)
- Playgrounds Whole-of-Life Implementation Plan (2011)
- Tennis Courts Whole-of-Life Implementation Plan (2012)
- Recreation & Open Space Infrastructure Asset Management Plan (2020)

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Each of the Strategies stated above were formally adopted by the Council in the year indicated above. The majority of the Program is driven and guided by the various Strategies adopted as stated above.

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The delivery of the Program will be the overall responsibility of the Project Manager, Assets.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

Yes. Various components of the Program will be project managed and delivered by various staff from within the Urban Services Department (i.e. from across the City Assets and City Services Units).

## FUNDING REQUEST

## FUNDING IMPLICATIONS

### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs	\$50,000					
• Construction Costs	\$1,063,000					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$1,113,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$1,113,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Scott Dearman  
Project Manager, Assets

24 February 2021

Supported by

Peter Perilli  
General Manager, Urban Services

1 March 2021

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

# Recreation & Open Space Works Program 2021-2022

B28

Location	New / Renewal	Deficiency	Work Description	Comments	Proposed Budget (exc GST)
<b>RESERVE PATHS</b>					
Linear Park Path upgrade - Battams Road to O-Bahn Bridge (in line with Lambert Road)	New / Renewal	Existing path, furniture and staircase are in poor condition. New path lighting and staircase handrailing required.	Renew existing path, furniture and staircase. Install path lighting and staircase handrailing.	According to Council's asset management register, these assets are due for review and possible replacement. A site inspection confirmed the aged condition of the asset and the need for the replacement as well a need for new assets.	\$350,000
Linear Park Path upgrade - College Park to Hackney low-level pedestrian bridge (including Twelftree Reserve)	New / Renewal	Existing path, furniture and staircase are in poor condition. New path lighting and staircase handrailing required.	Renew existing path, furniture and staircase. Install path lighting and staircase handrailing.	According to Council's asset management register, these assets are due for review and possible replacement. A site inspection confirmed the aged condition of the asset and the need for the replacement as well a need for new assets.	\$85,000
Linear Park Path - Second Creek outlet landscaping works	New	Landscaping works required following the completion of the Second Creek Outlet Upgrade construction works.	Undertake landscaping works.	Green Adelaide to provide an additional \$50,000 in grant funding.	\$20,000
Remediation of riverbank upstream of the low-level pedestrian bridge at the corner of Battams Road and Ninth Avenue	New	Eroded riverbank adjacent to stormwater outlet.	Install large rocks into erosion feature to prevent further erosion.	Erosion was identified as part of Linear Park Cliff and Bank Erosion Geotechnical Assessment conducted in 2020-2021. Design works to be completed in 2020-2021.	\$50,000
Church Avenue Reserve - footpath installation	New	As advised by Eldercare, residents are having difficulty traversing the reserve between the Church Avenue Reserve Eldercare gate and Church Avenue.	Install new brick-paved footpath from Eldercare gate to Church Avenue and install new pram ramp at the Church Avenue end of the reserve.	Following comments from Eldercare, additional infrastructure is required to benefit the elderly residents.	\$4,500
Flinders Street Reserve - footpath renewal	Renewal	Existing stone-paved footpath is in poor condition.	Replace existing stone-pavers with special pavers used within Kent Town.	Following comments from residents with regards to the condition of the assets, a site inspection confirmed the aged condition of the assets and the need for the replacement. As advised by David Brown (Council's Heritage Advisor), the re-laying of the stone pavers are not required as they do not have specific significance to the park or area.	\$30,000
<b>TOTAL</b>					<b>\$539,500</b>
<b>PLAYGROUNDS AND TENNIS COURTS</b>					
Joslin Reserve - tennis courts and basketball court renewal	Renewal	The surface and linemarking of the two tennis courts and basketball court are deteriorating and are in need of renewal.	Conduct detailed design of tennis courts and basketball court renewal.	According to Council's asset management register, the tennis court assets are due for review and possible replacement. During 2020-2021, a consultant's review recommended a renewal of the tennis courts. In addition, upon inspection on site, the adjacent basketball court is also in need of a renewal. The Joslin Reserve tennis facilities are owned, managed and maintained by NPSP Council. Construction is to be undertaken in 2022-2023 in line with the Joslin Valley Drainage Upgrade works.	\$10,000
Trinity Gardens Tennis Club - tennis court renewal	Renewal	The surface of the middle enclosure (3 tennis courts) and southern enclosure (2 tennis courts) are deteriorating and are in need of renewal.	Conduct construction works for the tennis court renewal.	Following comments from the Trinity Gardens Tennis Club with regards to the condition of the tennis court assets, a site inspection confirmed the aged condition of the assets. During 2020-2021, a consultant's review recommended remediation works. For Enclosure 1 (southern enclosure) and Enclosure 2 (middle enclosure), replacement of asphalt, acrylic surfacing and linemarking are recommended for the full enclosures. Enclosure 3 (northern enclosure) to be programmed for remediation works for 2022-2023 as it has more useful life remaining.	\$84,000
Burchell Reserve upgrade	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Conduct asset renewal as part of master plan upgrade of Burchell Reserve.	According to Council's asset management register, assets within the reserve (including playground equipment, furniture, fencing, irrigation system) are due for review and possible replacement. A site inspection confirmed the aged condition of the asset and the need for the replacement. These renewal works are in conjunction with the master plan upgrade of the reserve.	\$176,000
Payneham Oval - minor works	Renewal	Certain existing assets (water feature, open space furniture, plants, fencing) are deteriorating and are in need of renewal.	Conduct renewal works for the playground and adjacent areas.	Following comments from Council staff with regards to the condition of the assets, a site inspection confirmed the aged condition of the assets and the need for the replacements. The water feature is to be removed and stored, with its future permanent location to be determined. It is to be replaced by a more suitable play feature.	\$20,000
<b>TOTAL</b>					<b>\$290,000</b>
<b>RESERVE FURNITURE AND INFRASTRUCTURE</b>					
Osmond Terrace median strip - installation of new seat	New	There are currently no seats within the Osmond Terrace median strip from 92A Osmond Terrace to 116 Osmond Terrace.	Install new reserve seat.	A new reserve seat is to be installed on the Osmond Terrace median near William Street as requested by the Norwood Residents Association. A concrete slab is required to be installed.	\$4,500
Third Creek trash rack access gate upgrade - near Margaret Street, Firlie	Renewal	Existing trash rack access gate is in poor condition	Replace existing access gate.	Following comments from Council staff with regards to the condition of the assets, a site inspection confirmed the aged condition of the assets and the need for the replacements.	\$4,000
Third Creek trash rack upgrade - near Briar Road, Felixstow	Renewal	Sections of the existing trash rack is in poor condition	Replace aged sections of the existing trash rack.	Following comments from Council staff with regards to the condition of the assets, a site inspection confirmed the aged condition of the assets and the need for the replacements.	\$15,000
Dunstone Grove - boardwalk, Linde Reserve - bridge deck renewal	Renewal	Numerous panels are in poor condition.	Replace and refurbish damaged panels as required.	Following comments from Council staff with regards to the condition of the assets, a site inspection confirmed the aged condition of the assets and the need for the replacements.	\$10,000
<b>TOTAL</b>					<b>\$33,500</b>
<b>IRRIGATION SYSTEMS</b>					
Norwood Oval - Irrigation System	Renewal	The existing irrigation system is in poor condition.	Undertake the design and construction works for the replacement of the existing irrigation system.	According to Council's asset management register, this asset is due for review and possible replacement. A site inspection confirmed the aged condition of the asset and the need for the replacement.	\$250,000
<b>TOTAL</b>					<b>\$250,000</b>
<b>TOTAL</b>					<b>\$1,113,000</b>



# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Buildings Works Program 2021-2022 (Capital)

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Acting Manager, City Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.*

To deliver the Buildings Works Program 2021-2022 (Capital & Operating) (**“the Program”**) for the upgrade of various Council building components, in meeting the strategies and objectives of the Council’s Buildings Infrastructure Asset Management Plan (2020).

In accordance with the requirements of the Local Government Act, the Council has adopted various Asset Management Plans. These Plans set out the Council’s strategies and objectives with respect to its management and development of its major assets, including its buildings. The delivery of the Program is therefore essential in meeting the Council’s obligations and commitments, as set out in its adopted Asset Management Plan.

The progressive renewal of identified components of the Council’s buildings will ensure that these assets continue to be maintained and are fit-for-purpose. The Program also addresses a number of identified legislative non-compliance issues which are to be addressed thereby minimising the Council’s risks.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The Program will ensure that the Council building components identified for renewal will continue to be fit-for-purpose. A copy of the Program is attached.

The works identified will extend the useful lives of certain building components which in turn will reduce the need for maintenance on these building components.

Community buildings are valued by the City's ratepayers and residents and are used for a wide range of services and activities. In this respect, ratepayers and residents have an expectation that community buildings are accessible, compliant and fit-for-purpose. This can be achieved, in part, through the delivery of the Program.

A copy of the Program is attached.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

#### **Social Equity:**

A connected, accessible and pedestrian friendly community.

The Council's buildings enable the delivery of a wide range of services including an opportunity for the wider community to participate in a wide range of activities. These buildings provide an invaluable service to our citizens and visitors to our City and it is therefore vital to ensure that the works contained in the Program are delivered.

#### **Cultural Vitality:**

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

The Program, from time to time, addresses the renewal or refurbishment of heritage items that have a strong connection to the history and identity of the City.

#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

#### **Environmental Sustainability:**

A leader in environmental sustainability.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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#### Culture & change

An engaged and committed workforce that is outcome focussed

The program is based around the best strategic outcome for the building asset rather than the previous approach which was focused on the renewal and maintenance of individual asset components.

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#### Capability

Enabling Organisational capability and capacity through "Our People"

A large portion of the Program is delivered by consultants and contractors, Council staff plan, design and undertake the project management aspects of the works. The manipulation of the data, development of renewal and maintenance programs and development of the Review will be undertaken by Council staff.

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#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The Program is a collaboration between Departments and Council staff to achieve asset renewal that is synchronised with higher level project based outcomes. The program provides Council staff with a clear and consistent direction in the management of building assets.

---

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

The Program targets current and future risks associated with buildings, ensuring that they are safe and fit-for-purpose.

---

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

The program establishes an innovative and progressive program to manage building assets.

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## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Community buildings that are aged or have deteriorated pose certain risks to the Council and community as they:

- may not be fit-for-purpose due to deterioration, age or damage;
- may not be compliant with current standards or legislation; and
- may not be suited to current usage levels or activities.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

As part of implementing the Program, a risk assessment will be undertaken for each proposed activity

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no foreseeable constraints which are expected to impact on the delivery of the Program

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Buildings Infrastructure Asset Management Plan (2020).

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The Council adopted its current Buildings Infrastructure Asset Management Plan at its meeting held on 18 January 2021.

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The delivery of the Program will be the overall responsibility of the Acting Manager, City Assets.

- **If yes, will resources be required from other Council Departments/Divisions?**

**Who are the Project team members?**

The Council's Project Manager – Buildings position is currently vacant as a result of the secondment to the Manager, City Assets, as a result the Acting Manager, City Assets will coordinate the delivery of the Program with assistance from external consultants. Some of the works may require input from other staff (e.g. planning staff with respect to statutory approvals, etc).

<b>FUNDING REQUEST</b>
------------------------

<b>FUNDING IMPLICATIONS</b>
-----------------------------

**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other (Contributions)						
<b>Total External Funding (a)</b>						
<b>Capital Expenditure</b>						
• Construction Costs						
o All Other Buildings	\$778,500					
o Norwood Concert Hall	\$0					
o St Peters Child Care	\$239,000					
o Norwood Oval	\$15,000					
<b>Sub Total</b>	<b>\$1,032,500</b>					
<b>Total Funds Requested (b)</b>	<b>\$1,032,500</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$1,032,500</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Paul Mercorella,  
Acting Manager, City Assets  
*(Insert name & title of Project Owner)*

24 February 2021  
*(Date)*

Supported by

Peter Perilli  
General Manager, Urban Services  
*(Insert name & title of relevant General Manager)*

1 March 2021  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

# Building Works Program 2020-2021 (Capital)

B35

Building (Specific Location)	Internal / External	Component / Element	Identified / Raised	Deficiency	Work Description	Comments	Budget Estimate
<b>NORWOOD TOWN HALL</b>							
Norwood Town Hall / Concert Hall Auditorium	Internal	Air Conditioning	Scheduled Building Inspection	The units servicing costs are continually increasing each year. Although the capital cost is significant, the ongoing maintenance costs will significantly reduce and the overall performance will increase.	Upgrade of the air conditioning units servicing the Mayor Parlour / Council Chambers / Concert Hall Foyer & Concert Hall, including engineering design fees.	Units servicing the Don Pyatt Hall & George Street Foyer have been excluded due to the proposed Norwood Library Redevelopment and Concert Hall Redevelopment identified within the LTFFP.	\$520,000
George Street Façade	External	Roof / Guttering / Painting	Scheduled Building Inspection	A number of downpipes and sections of guttering to the George Street façade have rusted and require replacement. In addition rendered bands, moulding and windows have deteriorated / cracking requiring repair / repainting	Replacement of 2 x rusted downpipes / cleaning of unpainted render / repair of loose render / repaint low level mouldings and windows frames.		\$20,000
<b>TOTAL</b>							<b>\$540,000</b>
<b>PAYNEHAM LIBRARY &amp; COMMUNITY FACILITIES COMPLEX</b>							
Library	Internal		Manager, Community Services	The current picture book shelving is insufficient in terms of space to house the collection.	The current picture book box shelving is no longer manufactured. Replace existing CP box units with an alternative style to appropriately house the entire collection.	Based on replacing CPs and Board book shelving units.	\$7,500
Library	Internal	Furniture	Building Inspection / Manager Libraries & Lifelong Learning	The current end caps are 18 years old and the laminex and brackets are damaged and cannot be repaired .	Replace existing display end panels with new ones, with new display slat wall acrylics incorporated in to them.	Based on 26 end caps, 13 with slats an acrylics, and 13 without (\$1500 for acrylics, and \$6000 for the boards with slats etc)	\$7,500
<b>TOTAL</b>							<b>\$15,000</b>
<b>ST PETERS TOWN HALL COMPLEX</b>							
Library	External	Roof	Scheduled Building Inspection	Continual build up of pigeon droppings and pigeon nesting under the mechanical plant platform causing on going gutter and roof issues. Increase of roof cleaning cost and frequency does not resolve the issue, only manage the issue.	Installation of permanent bird netting to cover mechanical plant platform and surrounding roof area. Relevant approval required, however Council Heritage Consultant provided approval in principal. Regular penitence of the net is required to retention the netting at a cost of approx. \$330 per annum.	Works considered necessary and should be undertaken.	\$11,000
Banquet Hall	Internal	Furniture	Manager Libraries & Lifelong Learning	Currently mismatched sized tables are in the room to accommodate social distancing to cater to the room's capacity of 12 people. (including one table borrowed from the banquet hall). Also there are now insufficient banquet hall tables to accommodate capacity seating with COVID social distancing (i.e. you can no longer set 8 around a table) therefore more tables are required to meet the same capacity.	Acquire an additional 5 flip top table for meeting room 1 and banquet hall to match existing to facilitate social distancing in the room when it is at capacity		\$7,500
<b>TOTAL</b>							<b>\$18,500</b>
<b>ST PETERS CHILDCARE CENTRE</b>							
Main Centre	Internal	Lighting	Scheduled Building Inspection	Existing halogen lighting servicing the all the rooms within the centre are continually failing requiring on going maintenance. To reduce maintenance costs and improve energy efficiencies replace all lighting with LED.	Replacement of all lighting within the centre with LED.		\$25,000
Bathrooms	Internal	Ventilation	AMP	Existing wall mounted exhaust fans within bathrooms / change rooms are at the end of their useful life and continue to intermittently fail, increasing maintenance costs. Replace / upgrade exhaust fan to reduce on going maintenance costs and improve efficiency	Replacement of 9 x wall mounted exhaust fans		\$7,000
Office	External	Solar Panels	Emissions Reduction Plan	This initiative will continually reduce electricity costs, earn credits / rebates, help the environment given solar is a truly renewable energy source, have a low maintenance cost and of all the initiatives is the largest operational cost saving per year. The proposed system size of 25kW, would equate to approx. 71% of total consumption, resulting in a approx. payback period of 3 years.	Design & Installation of a 25kW solar PV system.		\$40,000
Preschool Bathroom	Internal	Bathroom	Childcare Centre, Director	Under the National Quality Framework for Early Education, element 2.1.1, "Health & Safety-Wellbeing & Comfort", calls for children's needs for privacy during toileting and/or dressing and undressing times respected and facilitated. As a result to assist in complying with element 2.1.1, partitions are to be installed between the toilets within the preschool bathroom, including doors and latches.	Installation of 2 x partitions, including doors and latches		\$7,000
Play Area	External	Playground	Childcare Centre, Director	The playground currently comprises of non-compliant Soft fall, aged play equipment, non-compliant spacing between play equipment and insufficient shade. As part of the 2020/2021 budget a design for a new playground was undertaken, including associated detail design. The design of the new playground has addressed the existing issues and encompassed a efficient and better use of the existing layout and space.	Design completed within 20/21 financial year, construction to be undertaken within the 21/22 financial year.		\$160,000
<b>TOTAL</b>							<b>\$239,000</b>

Building (Specific Location)	Internal / External	Component / Element	Identified / Raised	Deficiency	Work Description	Comments	Budget Estimate
<b>NORWOOD OVAL</b>							
Outer Terraces	External	Terraces	Asset Management Plan	Bitumen terraces in poor condition	Replace existing deteriorated bitumen to terraces	Wear and tear. Bitumen works are undertaken annually at the site as required and in discussions with NFC. Works required and considered appropriate to be undertaken in 2021-2022	\$15,000
<b>TOTAL</b>							<b>\$15,000</b>
<b>COUNCIL DEPOT</b>							
Office	External	Solar Panels	Emissions Reduction Plan	This initiative will continually reduce electricity costs, earn credits / rebates, help the environment given solar is a truly renewable energy source, have a low maintenance cost and of all the initiatives is the largest operational cost saving per year. The proposed system size of 45kW, would equate to over 100% of total electricity consumption, resulting in an approx. payback period of 4 years.	Design & Installation of a 45kW solar PV system.		\$70,000
Administration Area	Internal	Lighting	Scheduled Building Inspection	Existing halogen lighting servicing the administration area, including corridor and lunch room are continually failing requiring on going maintenance. To reduce maintenance costs and improve energy efficiencies replace all lighting with led.	Replacement of all lighting within the administration area, including corridor and lunch room with LED.		\$5,000
<b>TOTAL</b>							<b>\$75,000</b>
<b>NORWOOD SWIMMING CENTRE</b>							
Plant room	Internal	Equipment	Manager, Swimming Centres	Water quality has been an ongoing issue for the last 10 years. There have been times where the pool has been required to close due to pool water clarity. Currently every week the pool requires special chemical treatments to meet the clarity requirements outlined in legislation. Inadequate filtration is the single biggest contributing factor to the poor water clarity. Due to the age and on going performance issues of the current filters (25+ years) refurbishment of the filters will not be a viable option.	Two (2) x new sand filters for the main pool / associated pipework	Note: the filters can be reused in the refurbishment of the facility. All of the plant requests are essential to providing quality and continuity at the Norwood Swimming Centre	\$100,000
Plant room	Internal	Equipment	Manager, Swimming Centres	Currently the heater is out of service and has experienced three (3) major breakdowns in the past five (5) years. The faulty main printed circuit board cannot be replaced, given the current heater is no longer in production and parts are no longer able to be sourced. The heater is greater than ten (10) years old and considered by the Technician at the end of its useful life. Water heating is a minimum expectation at all commercial swimming centres in Adelaide	Replacement of existing pool heater with new pool heater to service the main pool.	Note: the heater can be reused in the refurbishment of the facility. All of the plant requests are essential to providing quality and continuity at the Norwood Swimming Centre	\$30,000
<b>TOTAL</b>							<b>\$130,000</b>
							<b>\$1,032,500</b>



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Burchell Reserve Redevelopment

RESPONSIBLE GENERAL  
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Project Manager, City Projects

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The purpose of this project is to deliver the construction stage of the upgrade of Burchell Reserve in order to increase functionality, safety and accessibility as well as opportunities for recreation within the Reserve.

The key features proposed include:

- a multipurpose court featuring two (2) community tennis courts, basketball and netball rings
- new toilets, shelter, barbeque and picnic facilities;
- playspace improvements and new equipment;
- new furniture, lighting and fencing;
- a ramp access to/from Sixth Avenue and internal paths;
- new tree planting and landscaping, including WSUD elements; and
- on-site stormwater detention, cleaning and reuse.

The Council will be presented with the draft Masterplan for consideration at its April 2021 Meeting. Funding has already been allocated by the Council to undertake the detail design and construction documentation, which will commence immediately after the Masterplan is endorsed. This will enable the construction stage to commence in January/February 2022.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The key deliverable of this project is the construction stage of the Burchell Reserve Project, which will enable the Council to deliver the Masterplan which is currently being finalised.

With a limited amount of open space within the suburbs of St Peters, College Park, Joslin and Royston Park, the spaces available need to be well designed and utilised. The community highly values the open space and recreation assets available across the Council area, and particularly those within walking distance.

The redevelopment of Burchell Reserve will establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and significantly more landscaping that would create a gathering point for the community and encourage social interaction. The opening of the upgraded Reserve would be celebrated with a Park Day for the local community, which will facilitate community interaction and foster a sense of pride in the Reserve and local area.

It will also provide the ideal location to capture stormwater and reduce the risks of flooding within the surrounding area.

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**RELATIONSHIP TO CITYPLAN 2030**


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**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

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**Social Equity:**

A connected, accessible and pedestrian friendly community.

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**Objective 1.1** Convenient and accessible services, information and facilities.

**Objective 1.3** An engaged and participating community.

**Objective 1.4** A strong, healthy, resilient and inclusive community.

With a limited amount of open space within the City of Norwood Payneham & St Peters, the spaces available need to be well designed and utilised. The community highly values the open space and recreation assets available across the Council area, and particularly those within walking distance. It is well recognised that reserves in the City of Norwood Payneham & St Peters are more than just play equipment and physical spaces, they are very much centres of community activity not just for parents, grandparents, carers and relatives of young children, but for the community generally.

The upgrade to Burchell Reserve would establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and significantly more landscaping that would create a gathering point for the community and encourage social interaction.

The combination of the location and proposed vision for Burchell Reserve makes this an ideal project to create a focus of community activity and encourage interaction within the local neighbourhood. The opening of the upgraded Reserve would be celebrated with a Park Day for the local community, which will facilitate community interaction and foster a sense of pride in the Reserve and local area.

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**Cultural Vitality:**

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

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**Objective 2.1** An artistic, creative, cultural and visually interesting City.

**Objective 2.4** Pleasant, well designed, and sustainable urban environments.

**Objective 2.5** Dynamic community life in public spaces and precincts.

The upgraded Reserve would act as a local community focal point for residents in this locality that could offer a mix of structured and unstructured play, whilst maintaining the privacy of adjoining neighbours. The upgrade would seek to retain the existing mature trees located throughout the Reserve, as they contribute to the character of the reserve and the area generally, and are well-recognised and cherished by the local community. The vision for the Reserve would seek to enhance the presence of these trees, as well as contribute additional landscaping and establish facilities that encourages physical activity.

It will also provide the ideal location to capture stormwater and reduce the risks of flooding within the surrounding area.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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Not Applicable.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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**Objective 4.1** Sustainable and efficient management of resources.

**Objective 4.2** Sustainable streets and open spaces.

**Objective 4.3** Thriving and healthy habitats for native flora and fauna.

The Project will seek to utilise hardy and resilient plants that do not require significant watering or maintenance. Through new shade and tree planting, particularly along the edges of the Reserve, and additional greening overall, Burchell Reserve will provide a cooler, greener environment within this highly developed urban area.

It will also provide the ideal location to capture stormwater and reduce the risks of flooding within the surrounding area.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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**Culture & change**

An engaged and committed workforce that is outcome focussed

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Not Applicable.

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**Capability**

Enabling Organisational capability and capacity through "Our People"

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Not Applicable.

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

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Not applicable.

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**Safe & Fair**

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Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace

Not applicable.

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### Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

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Not applicable.

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## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Currently, the significantly deteriorated tennis courts, toilets and play equipment within Burchell Reserve will remain unresolved and subject to further deterioration without Council intervention. Council is at risk of the Reserve becoming unappealing and unmanageable, and affecting the Council reputation with the local community.

Additionally, the Project will improve the permeability between the Reserve and the two adjoining streetscapes by improving access and safety.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Utilising the Council’s Risk Assessment Matrix in Appendix 2, the risk of not proceeding with the project is rated below:

Low = 23 (Possible + Minor)

The existing Reserve assets are becoming outdated and require greater ongoing inspections and maintenance. The redevelopment of the Reserve will provide the opportunity for their removal, and where appropriate replacement, would lessen the maintenance demand associated with the Reserve. This would provide potential for operational savings for the Council.

Additionally, the Council faces the risk of criticism from the community and media if the project does not proceed, particularly regarding the quality and standard of the existing playground.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

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### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy’s objectives.***

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic*

*Plan etc.*

Yes, the project aligns with the following Council plans:

- Open Space Strategy
- Public Health Plan for the Eastern Region
- Eastern Region Climate Change Adaptation Plan

### **Open Space Strategy**

The Council's Open Space Strategy identified that this area of the Council is lacking in open space to meet the needs of the current and future population. Accordingly, the upgrade to Burchell Reserve will play an important role in meeting the needs of the community generally, particularly as people seek respite through different opportunities.

### **Public Health Plan**

The Public Health Plan for the Eastern Region sets out the strategic directions to work towards delivering better living and better health, with a number of these directions sitting under the theme of 'Environments for better health'. This Project will help to work towards the direction of the Public Health Plan by creating an attractive and stimulating reserve that provides opportunities for active and passive recreation, which will encourage physical activity, social interaction, and social cohesion within the community.

### **Climate Change Adaptation Plan**

The Project also aligns with the Eastern Region Climate Change Adaptation Plan, which establishes a number of key priorities for action, including increasing the areas of open space in key locations and increasing the areas of planting in urban areas to create a greener, cooler space to help reduce and mitigate the impacts of climate change, and serving as a green oasis in this highly urbanised area.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No.

## **RESOURCING IMPLICATIONS**

### **RESOURCES**

- ***Are Internal Resources required to be used to deliver the Project?***

Yes. The project will be overseen by the Economic Development & Strategic Projects team, the delivery of the construction of the project will be led by the Project Manager, City Projects.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

Input will be required from the following Council Departments / Divisions:

- Chief Executive Office (Economic Development & Strategic Projects)
- Urban Services (Including City Assets and City Services)
- Urban Planning & Environment (should Development Approval(s) be required)

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:***(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$850,000	\$574,000				
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$850,000</b>	<b>\$574,000</b>				
<b>Net Funds Requested (a-b)</b>	<b>\$850,000</b>	<b>\$574,000</b>				
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**Note:** It has been identified that additional to this submission a total of \$1,176,000 of funding has been included into the 2021/2022 drainage budget (\$1 million) and 2021-2022 Asset Renewal Budget (\$176,000).

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Keke Michalos  
Manager Economic Development & Strategic Projects  
*(Insert name & title of Project Owner)*

16 March 2021  
\_\_\_\_\_  
*(Date)*

Supported by

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

\_\_\_\_\_



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME: **Payneham Memorial Swimming Centre Main Pool Stage 2 Refurbishment Project**

RESPONSIBLE GENERAL MANAGER: **Chief Executive Officer**

PROJECT OWNER: **Manager, Economic Development & Strategic Projects**

PROJECT MANAGER: **Project Manager**

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The intent of this Project is to undertake Stage 2 of the refurbishment of the main pool at Payneham Memorial Swimming Centre including the upgrade of all associated infrastructure (ie new plant room and new filtration system).

As a result of the amount of water loss which is currently being experienced due to the age and condition of the infrastructure. The Council endorsed the refurbishment of the Main Pool as a matter of priority, in order to "future proof" the pool for the next twenty-five (25) to thirty (30) years. It was decided that due to the extent of work required, the refurbishment would be undertaken in two (2) stages, to minimise the interruption to the regular twenty four (24) week swimming season.

At its meeting held on 29 May 2018, South Pacific Commercial Aquatics Pty Ltd was appointed for the fixed sum of \$355,000 (final cost \$388,000) to undertake the Payneham Memorial Swimming Centre Main Pool – Filtered Water Pipework Replacement, as Stage 1 in the refurbishment of the Main Pool. This stage of the Project included the replacement of the filtered water return pipe, which delivers clean filtered water to the main pool and the replacement of the "soiled" water return pipes, which takes water from the main pool back to the filtration system. This work was completed in October 2018.

Following completion of the Stage 1 works, the Council appointed a Consultants to undertake the preparation of the Detail Design and Construction Documentation for the remainder of the Main Pool Refurbishment Works (Stage 2), which includes:

- the provision of appropriate disability access to the swimming pool;
- the replacement of the scum gutters with a wet deck entry;
- the installation of a new filtration system;
- the refurbishment of the plant room; and
- the re-tiling of the main pool.

The Consultants, led by Hames Sharley Architects, also included Crackerjack Consulting Engineers (Aquatic Engineers), BCAe (Electrical Consultants) and Rider Levett Bucknall (Cost Consultants).

In January 2020, the Council engaged Consultants, led by TCL Landscape Architecture to develop a detailed Masterplan for the future redevelopment of the Payneham Memorial Swimming Centre. The primary objective of the Masterplan was to enable the Council to agree to a concept, in order to progress and implement the renovation of high quality public swimming and aquatic facilities which are contemporary, attractive,

accessible, sustainable, connected and safe recreational assets in accordance with the endorsed Strategy.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The refurbishment of the 50 metre outdoor swimming pool will meet the needs of the lap swimmers, swimming squads, school carnivals and the general recreational swimmers. The refurbishment of the main pool will deliver the following:

- the provision of appropriate disability access to the swimming pool;
- the replacement of scum gutters with wet deck entry;
- the installation of a new filtration system and refurbishment of the plant room. *Note: The new filtration system includes the replacement of the filtered water return pipe, which delivers clean filtered water to the main pool and the replacement of the soiled water return pipes, which take water from the main pool back to the filtration system; and*
- re-tiling of the main pool.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

- **Objective 1.1: Convenient and accessible services, information and facilities**
  - *Strategy 1.1.3: Design and provide safe, high quality facilities and spaces for all people.*
- **Objective 1.4: A strong, healthy, resilient and inclusive community.**
  - *Strategy 1.4.1: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.*

The Payneham Memorial Swimming Centre is a regional level swimming and recreation facility and is a very well utilised asset within the City. Participation in swimming and recreation is part of community life and upgrading of the swimming pool will ensure the longevity of the pool and provide access to all members of the community.

#### Cultural Vitality:

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

The Payneham Memorial Swimming Centre has been a key feature in the cultural and historic fabric of this City for over fifty (50) years.

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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The proposed improvements to the Centre will deliver environment improvements by reducing water loss and water usage as well as reducing the site's carbon footprint. It is estimated that the proposed work will reduce the operational costs by approximately \$40,000, and that the current total water usage is anticipated to decrease by as much as 70% (approximately 10,000,000L) per season.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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**Culture & change**

An engaged and committed workforce that is outcome focussed

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Not Applicable.

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**Capability**

Enabling Organisational capability and capacity through "Our People"

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Not Applicable.

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---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

---

Not Applicable.

---

#### Safe & Fair

Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace

Not Applicable.

---

#### Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

Not Applicable.

---

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Due to the age and condition of the current filtration system, should the Council resolve not to undertake any of the refurbishment work, there is a risk that in the event of a major breakdown or failure in the filtration system and/or plant, it may not be easily repaired, resulting in a significant impact on the business continuity of the Payneham Memorial Swimming Centre. The advice received from Crackerjack, the Engineering Consultant, is that a major infrastructure failure would most likely not be repairable and cause significant impact on users with little or no notice. The proposed refurbishment does provide the opportunity to futureproof the facility for the next 25-30 years.

Should the Council resolve to undertake some or all of the refurbishment work, there is a risk based on the timing of the work, that the facilities at the Centre will not be functional for the whole of the swimming season.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Catastrophic in terms of the service provision. Failure of the filtration system or other components would result in the closure of the pool to enable repair and or replacement to be undertaken.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

The delivery of the Masterplan for the Payneham Memorial Swimming Centre.

The Payneham Memorial Swimming Centre has been a significant Council asset and has served the community for over fifty (50) years, during this time limited maintenance investment has been provided and now for continued functionality with reduced public liability risk(s) an investment is required by the Council. The current situation is that the Main Pool is costing the Council a significant amount of money in regards to the operational costs, all of which has resulted from the lack of maintenance and upkeep. Investment is required to reduce both operational costs in water use, chemical use, heating costs and operational maintenance costs together with reducing public liability through better condition.

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## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

At its meeting held on 4 December 2017, the Council adopted the *Swimming Centres Long Term Strategy*, which contains specific recommendations regarding both the Payneham Memorial Swimming Centre and the Norwood Swimming Centre.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

Yes.

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## RESOURCING IMPLICATIONS

### RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

Manager, Economic Development & Strategic Projects

Project Manager

Manager, City Assets

General Manager, Corporate Services

Manager, Swimming Centres

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$3,000,000	\$1,500,000				
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$3,000,000</b>	<b>\$1,500,000</b>				
<b>Net Funds Requested (a-b)</b>	<b>\$3,000,000</b>	<b>\$1,500,000</b>				
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Keke Michalos  
 Manager, Economic Development & Strategic Projects

16 March 2021

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:	<input type="checkbox"/> MINOR <input checked="" type="checkbox"/> MAJOR
PROJECT NAME:	Private Laneways Conversion Project
RESPONSIBLE GENERAL MANAGER:	General Manager, Governance & Community Affairs
PROJECT OWNER:	General Manager, Governance & Community Affairs
PROJECT MANAGER:	Manager, Governance, Legal & Property Acting Manager, City Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Project involves the conversion and upgrade of up to two (2) private laneways per year to public road in accordance with the Council's *Private Laneways Policy & Procedure* and Section 210 of the *Local Government Act 1999*.

The Project has two (2) stages that will each be conducted in a separate financial year, as set out below:

- **Stage 1** (Year 1)
  - **Public Road Conversion** – undertaking the legal research and complying with statutory notice obligations to convert the two (2) private laneways to public road; and
- **Stage 2** (Year 2)
  - **Design** – undertaking the design of the capital works required to bring the two (2) private laneways up to public road standard
  - **Construction** – undertaking the capital works required to bring the two (2) laneways up to public road standard

This means that in any given financial year, Stage 1 research and conversion will be undertaken in relation to two (2) private laneways, and Stage 2 design and construction will be undertaken on the two (2) private laneways converted to public road in the previous financial year.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

#### Stage 1 – Public Road Conversion

Outputs include the legal research into status and ownership of the two (2) private laneways, required public notices and correspondence / agreements with adjacent landowners, and a report to the Council to consider the proposed public road declaration.

If two-thirds (2/3<sup>ds</sup>) agreement from the adjoining property owners to the proposed conversion is reached, the two (2) selected private laneways will vest in the Council as two (2) new public roads (Certificates of Title will issue and the roads will be included in the Council's Public Road and Asset Registers). If the required level of agreement is not obtained, the conversion process will not be completed for that laneway.

## Stage 2 – Design & Construction

Outputs include detailed design and construction for the two (2) newly created public roads to upgrade them to public road standard (including, e.g., re-sealing, lighting, drainage infrastructure). Once completed, these two (2) roads are incorporated into the Council's Whole-of-Life Model.

If the required level agreement from adjacent property owners is not reached in Stage 1 (see above), Stage 2 will not progress with respect to that laneway.

### Project History & Projections

#### 2019-2020

- Post Office Lane, Norwood – Stage 1 & 2 completed
- Tolmer Place, Norwood – Stage 1 completed, Stage 2 didn't proceed (didn't obtain 75% agreement)
- Charlotte Lane, Norwood – Stage 1 completed
- Nelson Lane, Stepney – Stage 1 completed

#### 2020-2021

- Charlotte Lane, Norwood – Stage 2 completed
- Nelson Lane, Stepney – Stage 2 didn't proceed (didn't obtain 75% agreement)
- Rosemont Lane, Norwood – Stage 1 completed
- Salisbury Lane, Royston Park – Stage 1 commenced\*

#### 2021-2022

- Rosemont Lane, Norwood – Stage 2 to be completed
- Salisbury Lane, Royston Park – Stage 1 to be completed\*
- Kingsborough Lane, Norwood – Stage 1 to be completed\*\*

#### 2022-2023

- Salisbury Lane, Royston Park – Stage 2 to be completed
- [Kingsborough Lane, Norwood – Stage 2 not required]\*\*
- Laneway TBC – Stage 1 to be completed
- Laneway TBC – Stage 1 to be completed

\*Due to the anticipated costs of construction of Salisbury Lane (including significant drainage infrastructure upgrades), and the complex ownership arrangements of the laneway (with several sections in private ownership and requiring negotiation with the adjoining owners for a boundary realignment and vesting of land in the Council), Stage 1 research and negotiations with the adjoining owners will be continued throughout 2021. If these negotiations are successful, construction of Salisbury Lane would be delayed for 2022-2023.

\*\*It is proposed to include Kingsborough Lane, Norwood for Stage 1 in 2021-2022 alongside Salisbury Lane, on the basis that there is sufficient room in the Budget to include research and conversion of a second laneway, now that construction of Salisbury Lane has been delayed until 2022-2023 (as we would ordinarily do in a given financial year, in accordance with the *Private Laneways Policy*). In addition, Kingsborough Lane will not require any capital upgrade works upon conversion to public road due to the existing condition of the lane being satisfactory (at most, some line-marking would be required). As such, no additional expense will be incurred in the 2022-2023 financial year when Salisbury Lane is scheduled for construction.

## RELATIONSHIP TO CITYPLAN 2030

### **How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### **Social Equity:**

A connected, accessible and pedestrian friendly community.

In converting two (2) private laneways to public road in accordance with the Council's *Private Laneways Policy and Procedure*, this Project will seek to provide a safe environment and trafficable surface for residents to access their properties. A well-connected and accessible private laneways network serves a functional purpose, contributes to local amenity and is of benefit to the whole community.

#### **Cultural Vitality:**

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

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Not Applicable.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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Not Applicable.

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**Environmental Sustainability:**

A leader in environmental sustainability.

---

Not Applicable.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

Not Applicable.

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---

Not Applicable.

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Not Applicable.

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

Not Applicable.

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

Not Applicable.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

1. Poor condition of private laneways may result in issues of accessibility or safety to persons who utilise private laneways to access their property or live immediately adjacent.
2. Issues raised by adjacent owners in relation to the condition or accessibility of private laneways may result in the Council incurring legal costs in obtaining advice on the status and ownership of the laneway.
3. Private laneways where the Council has previously undertaken some minor repair / upgrade works or where other public infrastructure exists (eg SAPN, SA Water) may result in claims against the Council in relation to liability for the laneway, which may lead to legal costs being incurred.
4. Poor condition of private laneways and accessibility / safety issues may lead to reputational damage to the Council if it does not assume ownership of and upgrade problematic private laneways to public road.

Note – as these laneways are privately-owned, the Council has no obligation to upgrade or repair them and any risk-management or liability issues that may arise are a private civil matter between adjacent landowners and the owner of the laneway (or their estate / descendants). However, the situation is less clear where the Council has previously undertaken some upgrade works to the laneway. And there is an expectation amongst many in the community that the Council should be responsible for maintaining private laneways (especially where safety and access issues arise).

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

If the Council does not proceed with the proposed conversion of private laneways in accordance with its *Private Laneways Policy & Procedure*, the abovementioned risks and costs are possible / likely to occur with varying degrees of consequences (and corresponding risk level), depending on the particular scenario. Therefore, following the *Policy* directive to convert two (2) laneways per year is an appropriate risk management strategy.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

#### Stage 1

- Unexpected difficulty / time delays in obtaining information through external bodies (eg the LTO, Probate)
- Responses received from public notices (eg persons with an interest in the laneway) and adjacent owners (including, eg, in relation to traffic management and parking, requiring further assessment or technical advice)
- Where adjoining property owners own a section of the laneway (e.g. a right of way), there may be difficulties negotiating a boundary realignment and vesting of land in the Council, which may prevent successful conversion of the entire length or width of the laneway
- Persons with a registered interest in the private laneway seek compensation and/or review of process
- Failure to obtain two-thirds (2/3<sup>rds</sup>) agreement of adjacent owners to private laneway conversion

#### Stage 2

- Delivery of Stage 2 of the Project will be dependent upon successful completion of Stage 1
- Significant drainage infrastructure upgrades may be required in some locations, and may be constrained by the location and capacity of existing Council infrastructure in the surrounding public road network, or the condition and grade of the laneway itself

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

This Project is required by the Council's *Private Laneways Policy and Procedure*, which outlines that it is the Council's objective to select at least two (2) private laneways for conversion to public road each year (and subsequently, to include at least two (2) private laneways within the Council's Annual Capital Works Program in the following financial year).

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The above *Policy and Procedure* was reviewed and adopted by the Council at its meeting held on 7 September 2020.

The conversion of Rosemont Lane and Salisbury Lane for the 2021-2022 financial year was considered by the Council at its meeting held on 1 February 2021.

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**RESOURCING IMPLICATIONS****RESOURCES**

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- *Are Internal Resources required to be used to deliver the Project? Yes*
- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Primary Project Team

General Manager, Governance & Community Affairs

Manager, Governance, Legal & Property

Acting Manager, City Assets

Project Officer, Assets

Consultation

General Manager, Urban Services

General Manager, Urban Planning & Environment

Manager, Development Assessment

Manager, Urban Planning & Sustainability

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$ 2021-2022</b>	<b>Year 1 \$ 2022-2023</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
- Rosemont Lane	20,000	-				
- Salisbury Lane	-	20,000				
• Construction Costs						
- Rosemont Lane	170,000	-				
- Salisbury Lane	-	427,500*				
• Contracted Services						
- Salisbury Lane	4,000	-				
• Legal Expenses						
- Salisbury Lane	8,000	-				
- Kingsborough Lane	6,000	-				
- Laneway TBC	-	6,000				
- Laneway TBC	-	6,000				
• Equipment Purchases						
• Advertising Costs**	2,100	1,700				
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$210,100</b>	<b>\$461,200*</b>				
<b>Net Funds Requested (a-b)</b>	<b>\$210,100</b>	<b>\$461,200*</b>				
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

\*These are first-order estimates and will need to be finalised as part of future Budget processes.

\*\*Note – to be allocated to each laneway.

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Lisa Mara  
General Manager, Governance & Community Affairs

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

As above

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

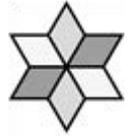
**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

\_\_\_\_\_



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Annual Acquisition of Library stock

RESPONSIBLE GENERAL  
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Library Services & Lifelong Learning

PROJECT MANAGER:

Collection Development Team Leader

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The project will include the acquisition of Library stock through the State Government Materials Grant Funding of \$120,360, income from the sale of debited books of \$7,000 and from Council funding of \$81,653 in order to replenish Library Service Collections across the three sites.

This funding will enable the Library Service to purchase materials in a wide range of formats including both hard copy and digital, in order to maintain a contemporary and relevant range of materials for the community to access.

Library materials require replacement or replenishment every two to seven years, depending on the format. This ensures the collection meets lifelong learning and recreational needs, satisfies demand for changing formats and contains information of relevance to the community.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The annual replacement of Library resources in both hard copy and digital formats will provide an opportunity for the community to maximise their access to updated, timely and relevant information for lifelong learning and recreation.

The annual replacement of Library stock will ensure that Library collections meet community needs and continue to satisfied individual lifelong learning and personal recreation.

There are no operational savings derived from the project, however income from debited stock items sold within the Libraries will be generated.

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**RELATIONSHIP TO CITYPLAN 2030**

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**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

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**Social Equity:**

A connected, accessible and pedestrian friendly community.

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**Objective One: Convenient and accessible service, information and facilities.**

The project enables the Libraries to provide collections which enable the community to access relevant and timely information and contemporary ideas which can assist in the improvement of their everyday lives.

**Objective Four: A strong, healthy, resilient and inclusive community**

The project enables the Libraries to establish and maintain collections which foster lifelong learning in the community for adults and children.

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**Cultural Vitality:**

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

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**Objective One: An artistic, creative and visually interesting City**

The project enables the Libraries to support the community to access materials which facilitate creative expression for all members of the community.

**Objective Five: Dynamic community life in public spaces and precincts**

The project enables the Libraries to build collections which present a range of viewpoints, to support community events and support diversity and inclusiveness.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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**Objective 3: Attract new enterprises and local employment opportunities to locate in our City**

The project will support students to live in our City and support home based businesses in their operations by facilitating access to appropriate materials to support their learning.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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Nil

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

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**Capability**

Enabling Organisational capability and capacity through "Our People"

---

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

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**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

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---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

The current annual replacement program is considered to be low risk, as existing expenditure allows for the annual refresh and development of Library collections.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

If the annual acquisition of Library materials did not proceed, then this would be considered to be a high risk for the Council. Library collections would be unable to be replenished, developed or replaced appropriately. The collections would exceed the appropriate age and quality standards for formats and would no longer satisfy the community's information, recreation and cultural needs or be able to foster lifelong learning.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

Library expenditure on collections is spread across the financial year in order to take advantage of seasonal variations in publishing trends.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No.

### RESOURCING IMPLICATIONS

#### RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

The Collection Development Team Leader and the Manager, Library Services & Lifelong Learning will determine the acquisition of relevant items suitable for each collection area across the Library Service.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

No.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding	120,360	120,360	120,360	120,360	120,360	120,360
• User Charges	7,000	7,000	7,000	7,000	7,000	7,000
• Other						
<b>Total External Funding (a)</b>	<b>127,360</b>	<b>127,360</b>	<b>127,360</b>	<b>127,360</b>	<b>127,360</b>	<b>127,360</b>
<b>Expenditure</b>						
• Additional temporary Labour costs	0	0	0	0	0	0
• Design Costs	0	0	0	0	0	0
• Construction Costs	0	0	0	0	0	0
• Contracted Services	0	0	0	0	0	0
• Legal Expenses	0	0	0	0	0	0
• Equipment Purchases	0	0	0	0	0	0
• Consultation Costs	0	0	0	0	0	0
• Materials expenditure	209,013	212,150	215,332	218,561	221,839	225,166
<b>Total Funds Requested (b)</b>	<b>209,013</b>	<b>212,150</b>	<b>215,332</b>	<b>218,561</b>	<b>221,839</b>	<b>225,166</b>
<b>Net Funds Requested (a-b)</b>	<b>81,653</b>	<b>84,790</b>	<b>87,972</b>	<b>91,201</b>	<b>94,479</b>	<b>97,806</b>
<b>Ongoing Operational Savings</b>						
• Labour	0	0	0	0	0	0
• Contractors/materials	0	0	0	0	0	0
<b>Potential on-going Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Yearly materials expenditure increases based on 1.5% growth.

Yearly grant income is subject to renegotiation of the Memorandum of Understanding between State and Local Government on Public Library Funding in 2020-2021, which has not yet been finalised.

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

*Suzanne Kennedy*

\_\_\_\_\_  
 Suzanne Kennedy  
 Manager Library Services & Lifelong Learning

\_\_\_\_\_  
 19/02/2021  
 (Date)

Supported by

\_\_\_\_\_  
 Mario Barone  
 Chief Executive Officer

\_\_\_\_\_  
 (Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
 (Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
 (Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

- APPROVED FOR CONSIDERATION BY THE COUNCIL
- NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



City of  
Norwood  
Payneham  
& St Peters

# FUNDING SUBMISSION

BUDGET YEAR 2021 - 2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

City Services Plant Replacement 2021 - 2022

RESPONSIBLE GENERAL  
MANAGER:

Peter Perilli

PROJECT OWNER:

Manager, City Services Chris McDermott

PROJECT MANAGER:

Works Coordinator Parks & Gardens, Craig Taylor  
Works Coordinator Civil Maintenance, Nick Martin

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.*

Replacement of Plant utilised by City Services staff in the delivery of maintenance services associated with Council's built and natural assets.

All plant has a finite serviceable life expectancy. Each year several items of the Council's plant reach the end of their serviceable life expectancy and should therefore be replaced. The plant replacement program has been staggered in order to minimise large increases in financial costs in a given year. Failure to maintain this program of regular replacement of plant will result in spike in costs at some point and the potential to see increased maintenance costs including increased down time to plant and equipment leading to delayed service delivery.

The replacement of Plant in a timely manner will ensure Council maintains a plant and vehicle fleet which is fit for purpose and provides reliability meeting work health safety requirements. It ensures Council funds are spent effectively and efficiently and, assists in projecting a professional image.

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## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

It is proposed to replace the following pieces of plant and equipment in the 2021 - 2022 financial year. However should a more critical business need arise for the replacement of alternate plant (eg. identified WHS risk), which does not result in additional expenditure, that equipment may be replaced as a priority.

**Two (1) Parks and Gardens Small Trucks (GMV 6500kg), being plant no 161 (Expense \$85,000.00 – Trade In \$15,000.00)**

The P&G truck has reached the end of their productive life of eleven (11) years of service, where we now have seen an increase in maintenance requirements, and failure of parts, while we retain ongoing need for the equipment to deliver an efficient fleet of vehicles to service our parks and gardens maintenance requirements. Fleet upgrades can reduce maintenance costs and extend vehicle's lifespan and introduce new technology or more fuel efficient models reducing the fuel costs to the organisation.

**Minor Plant Replacement (Expense \$20,000 – Trade In \$3,000)**

An array of minor plant (chainsaws, brushcutters, blowers and saws, etc) will also be required to be replaced. The teams are also exploring new technology with the introduction of improved battery systems for electric minor plant. The majority of this is well under \$2,000 with no individual item greater than \$5,000.

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## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

#### Social Equity:

A connected, accessible and pedestrian friendly community.

Maintaining an up to date fleet of vehicles ensures that City Services staff carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. Ultimately this leads to existing infrastructure being maintained in a manner which facilitates continued and improved accessibility across Council.

#### Cultural Vitality:

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

Maintaining an up to date fleet of vehicles ensures that City Services carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. This ensures maintenance on and presentation of key cultural, historical and 'sense of place' assets is up to date and delivering a sense of ownership and pride for residents.

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Maintaining an up to date fleet of vehicles ensures that City Services staff carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. Maintaining Council's owned assets to a high standard, particularly throughout the key business districts is going to aid in the attraction, retention and return of shoppers and visitors and make it a place where people want to do business.

#### Environmental Sustainability:

A leader in environmental sustainability.

Maintaining an up to date fleet of vehicles ensures that City Services carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. Ensuring that the care, retention and improvement of existing natural assets is maintained will ensure that the Council maximises the environmental benefits and services of existing stock.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

Updated plant provides staff with a greater sense of ownership and pride in the work they undertake which typically materialises in amore engaged and passionate workforce which feels valued.

#### Capability

Enabling Organisational capability and capacity through "Our People"

N/A

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

By using current equipment reducing the reliance on fossil fuels, and reduced noise impact on the community.

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Improved technology and safety features of updated plant result in an instant improvement in the safety of the plant purchased and used. This is achieved through a strong emphasis on safety features throughout the procurement process.

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

N/A

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and the Community?**

*During the time that some of the Councils plant has been in service there have been significant improvements in the Plant that is available today, particularly with respect to WHS, and these improvements will help to mitigate councils risk in this area.*

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Risk Assessment Matrix in Appendix 2.**

*As our plant ages the risks associated with service interruption increase. Unfortunately it is impossible to forecast when or how an item of plant will fail however the likelihood of a failure increases with age.*

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

None

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

*The delivery of most of the Councils objectives, plans and strategies is reliant on the outside workforce being able to perform their duties with respect to the maintenance of the City's infrastructure and public realm. The provision of plant and equipment that is reliable, effective and efficient is fundamental to these crews being able to perform these duties.*

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No

## RESOURCING IMPLICATIONS

### RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

*The Plant Replacement program is administered and delivered by the Manager, City Services with the assistance of other relevant City Services Staff.*

- ***If yes, will resources be required from other Council Departments/Divisions?***

*Staff outside of City Services are generally not involved in the Plant Replacement Program unless they have a vested interest in the item of plant being replaced. This year it is anticipated that only City Services Staff will be involved in the Plant Replacement Program. Minor assistance will be sought to ensure a thorough and transparent Procurement Process is undertaken.*

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

TABLE 1: BUDGET BREAKDOWN

	2020-2021	2021-2022	2022-2023	TOTAL
	\$	\$	\$	\$
<b>Income</b>	35,000	18,000	40,000	<b>93,000</b>
Capital Expenditure				
• Renewal	240,000	105,000	260,000	<b>605,000</b>
• Upgrade				
Operating Expenditure				
• Labour				
• Contractors/materials				
Total Cost to Council	205,000	87,000	220,000	<b>512,000</b>
Ongoing Operational Savings				
Labour				
Contractors/materials				
To be included in Recurrent Operating Budget	No	No	No	

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Chris McDermott  
Manager, City Services

19/02/2021  
(Date)

Supported by

Peter Perilli  
General Manage, Urban Services

19/02/2021  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

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# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Extension of Reclaimed Water System

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The objective of the Extension of Reclaimed Water System Project ("the Project") is to extend the distribution network of the existing reclaimed water projects (namely ERA Water and Linde Reserve ASR) to enable more reserves to be irrigated with reclaimed water and reduce Council's use of potable water.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The Project's deliverable are the design drawings and specifications of the distribution network and reserve connections. Construction of distribution network and reserve connections to be programmed for and conducted during following years.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

#### Cultural Vitality:

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

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Improves economic viability of Linde ASR due to increased injection and extraction more aligned with design capacity and existing extraction licence. Additional water sales for ERA Water, hence improving financial viability of ERA Water.

#### Environmental Sustainability:

A leader in environmental sustainability.

Increases collection, treatment and re-use of stormwater, hence reducing pollutant load onto receiving waterways while re-using water to irrigate Council reserves.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

Increases the Council's re-used water network and increases capability of independently irrigating Council's reserves.

#### Capability

Enabling Organisational capability and capacity through "Our People"

Improving knowledge and understanding of environmentally-friendly water distribution networks.

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

During possible future drought periods, SA Water may restrict potable water availability for irrigation purposes.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

High (9) – due to the possibility of extended impairment of the irrigation systems, hence causing a loss of service within Council's reserves.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

A reduction in rainfall and limited ability to inject into aquifers will reduce the effectiveness of the network.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

Strategic Projects section

<b>FUNDING REQUEST</b>
------------------------

**FUNDING IMPLICATIONS**
**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs	\$175,000					
• Construction Costs		\$1,100,000	\$1,000,000	\$1,250,000		
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$175,000</b>	<b>\$1,100,000</b>	<b>\$1,000,000</b>	<b>\$1,250,000</b>		
<b>Net Funds Requested (a-b)</b>	<b>\$175,000</b>	<b>\$1,100,000</b>	<b>\$1,000,000</b>	<b>\$1,250,000</b>		
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Scott Dearman  
Project Manager, Assets 1 March 2021

Supported by

Peter Perilli 1 March 2021  
General Manager, Urban Services

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Willow Bend Reserve Pathway Lighting

RESPONSIBLE GENERAL  
MANAGER:

Mario Barone

PROJECT OWNER:

Keke Michalos

PROJECT MANAGER:

Jared Barnes

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

At its meeting on 6 July 2020, the Council considered a report in response to a petition to install a shelter, seating and BBQ at Willow Bend Reserve. The Council resolved to progress with the project and has expended the full budget allocation of \$50,000 for this purpose.

In the 6 July 2020 Council report, it was stated that “some residents from the 16 October 2019 on-site consultation suggested in their comments that path lighting be installed within the Reserve to improve safety at night” and that “the project budget of \$50,000 is considered sufficient for the installation of a shelter, seating and a barbeque but it is unlikely to be sufficient to include path lighting or any play equipment within project scope.”

Councillor Minney has requested staff to prepare a funding submission for the path lighting on his behalf.

### PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

*Solar powered bollard path lighting. 13 no. lights at approx. \$1000 each (supply only) are required based on 2020 investigations and supplier quote. Installation costs unknown but conservatively estimate to be \$300 each.*

### RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.2 A people-friendly, integrated and sustainable transport network.

1.2.2 Provide safe and accessible movement for all people.

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**Cultural Vitality:**

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

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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Objective 4.1 Sustainable and efficient management of resources.

4.1.3 Employ and promote energy efficiency initiatives and renewable energy resources.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

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**Capability**

Enabling Organisational capability and capacity through "Our People"

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**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

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**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

**ADDITIONAL CONSIDERATIONS****RISK MANAGEMENT**

- *What are the risks associated with the current situation to the Council and or the Community?*
  
- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
  
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*  
No
  
- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*  
No

**RESOURCING IMPLICATIONS****RESOURCES**

- *Are Internal Resources required to be used to deliver the Project?*

Yes

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Project Manager to procure and organise installation of bollard lighting by contractor.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$17,000					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$17,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$17,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

John Minney

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

Jared Barnes, Project Manager, Urban Design & Special Projects

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

New planning system – Business Transition

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Development Assessment

PROJECT MANAGER:

Manager, Development Assessment

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.**

The *Planning, Development and Infrastructure Act 2016 (the Act)* implements significant reform of the South Australian Planning system, including (but not limited to):

- delivery of an online planning system (ePlanning Portal) which will deliver services, information and community participation, reshaping how practitioners and communities engage with the planning system;
- changes to relevant authorities (decision makers) and an accompanying accreditation scheme;
- replacement of council Development Plans with the State-wide *Planning & Design Code (the Code)*; and
- various procedural changes to planning processes implemented through the *Planning, Development and Infrastructure Regulations 2017 (the Regulations)*.

The commencement of Phase 3 of the *Planning & Design Code* for metropolitan Adelaide Councils comes into effect on 19 March 2021.

Transitioning to the new planning system will require extensive 'business readiness' from all councils to ensure that systems and procedures are in place.

Once the new planning system is operational, it is considered prudent to have the Council's planning Solicitors, undertake an audit of the Council's core development assessment processes, delegations structure and approach to the assessment of Development Applications to ensure the Council is fully compliant with all aspects of the new planning system.

It is relevant to note that the current development assessment system will need to be continued for a period of time concurrently with the new system to finalise any development applications which were lodged under the *Development Act 1993* and the Development Plan. This may necessitate additional costs incurred in the subscription and maintenance of two Development Assessment processing systems.

### PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

This business transition associated with the new planning system will require:

- new equipment, software and processes required to facilitate interaction with the ePlanning Portal including lodging applications to the Portal;
- advice (such as legal advice) and auditing to ensure the Council is compliant with all legislative requirements of the new system;
- training for Council staff and Council Assessment Panel Members on new processes, regulatory requirements, assessing development against the Code, the ePlanning system and how it will interact with Council's systems;

- communications aimed at educating, raising awareness and familiarising the community and applicants with the new planning system, especially the ePlanning Portal and any resultant changes to Council processes (e.g. making development inquiries and lodging development applications).

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

The introduction of the ePlanning Portal is intended to make the planning system more accessible to members of the community, however the Council will need to continue to provide assistance and services as not all members of the community will have access to or understanding of the online Portal.

#### Cultural Vitality:

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

N/A

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

N/A

#### Environmental Sustainability:

A leader in environmental sustainability.

On-line lodgement of Development Applications will significantly reduce paper consumption.

## RELATIONSHIP TO ORGAINSATONALSTRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

Working towards and then within the new planning system will require changes to many current processes and procedures. An appropriate level of training will allow staff to be engaged and ready to deliver services to the community within the new system.

#### Capability

Enabling organisational capability and capacity through "Our People"

Implementing the various projects required to transition will ensure the organisation is capable and ready to operate within the new system.

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

N/A

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

The transition to the SA planning portal will require staff training and new procedures to be established.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The Council is required to operate and deliver planning processes in the new planning system. Inadequate training or equipment may result in a poor transition to the new system, and a reduced customer experience.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk of a lack of poorly prepare and executed procedures, under trained staff and not delivering services as required by regulations may result in financial claims against the Council or appeals against processes. The risk is medium (20) and risk can be addressed by the provision of adequate training and preparation.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?**

**Who are the Project team members?**

In addition to Urban Planning & Environment staff, this project will involve Records Management staff, Customer Service staff and Information Services staff who will be involved in developing and delivering new processes as well as day-to-day operations when the Portal is in place.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*

- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$5,000					
• Legal Expenses	\$10,000					
• Equipment Purchases	\$5,000					
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>						
<b>Net Funds Requested (a-b)</b>	\$20,000					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

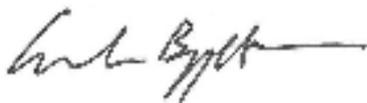
<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
Mark Thomson

\_\_\_\_\_  
23/02/2021

Supported by



\_\_\_\_\_  
23/02/2021

\_\_\_\_\_  
Carlos Buzzetti  
General Manager, Urban Planning & Environment

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**
**THIS PROJECT HAS BEEN INITIATED BY:**

N/A

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**
**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021 -2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Footpath programmed repairs

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Manager, City Services

PROJECT MANAGER:

Works Co-ordinator – Civil Maintenance

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The City of Norwood Payneham & St Peters undertook a survey of footpath assets in 2018. Following this Audit a two year program of works was undertaken to rectify the defects that were identified. As part of the programmed works the Council allocated \$400,000 in total to enable the City Services team to engage Contractors to assist in the rectification. These Contractors undertook works such as concrete grinding and lift and relay works on Main Roads where traffic control was an identified risk. It should be noted that the majority of the works were undertaken by Council staff and that Contractors were engaged where required. The program of works by Council staff took a more holistic approach to repair works and when Council staff undertook works at locations many more imperfections were identified and repaired at the same time.

Over the past two years of rectification works it has been identified that

- a number of sites have been revisited for repair – due to tree roots or soil movement
- areas around Main Roads continue to be an issue for traffic management issues
- issues concrete grinding continue.

The purpose to this submission is to fund the areas identified above continue to require additional external providers to support to Council staff.

City Services and City Asset staff are coordinating the replacement of existing concrete footpaths to the paving standards as required by policy.

### PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

The project will continue to deliver improved maintenance to the footpath network across the City of Norwood Payneham & St Peters, reducing potential trip points, and improving the safety, accessibility and amenity of our assets.

### RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

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#### **Social Equity:**

A connected, accessible and pedestrian friendly community.

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2. A people friendly integrated, suitable transport and active pedestrian network.

2.2 Provide a safe and accessible movement for people of all abilities.

By ensuring a footpath free of trip points, the Community will be able to move more freely across the network, while remaining engaged outdoors.

---

#### **Cultural Vitality:**

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

---

#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

5. A local economy supporting and supported by its community.

5.3. Retain accessible local shopping.

With improved footways we can ensure the Community can access local shopping precincts, and continue to invest in local business improving the local.

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#### **Environmental Sustainability:**

A leader in environmental sustainability.

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1. Sustainable and effective management of water, waste, energy, and other resources.

1.3 Employ and promote energy efficiency initiatives and renewable energy resources.

1.4 Promote the use of alternative transport modes.

The lift and relay of the paved footpath will extend the life of the assets therefore reducing the disposal and replacement demands.

---

### **RELATIONSHIP TO ORGANISATIONAL STRATEGY**

#### **How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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#### **Culture & change**

An engaged and committed workforce that is outcome focussed

Not Applicable

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#### **Capability**

Enabling Organisational capability and capacity through "Our People"

Not Applicable

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#### **Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Undertaking structured and programed footpath maintenance provides efficiencies in resource usage and service standard for the footpath over a CRM based approach.

---

#### **Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

---

#### **Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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Not Applicable

---

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

If this recommendation is not supported the current maintenance standard will continue to be delivered which would not see all of the defects being repaired in such a timely manner.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The financial risk may increase if this is not supported, as we may see an increase in insurance claims with the aging of the population and the increasing potential trip points that they could come into contact with. There is also a non-financial risk that if nothing is done the City of Norwood Payneham & St Peters brand could suffer as footpaths are currently a significant public issue.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

The project would be delivered by current Council resources to project manage the contractors who will be required to deliver a portion of the tasks, and to introduce and oversee efficiency improvements to be delivered by the current internal resources.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

No

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>	\$0	\$0				
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	
<b>Net Funds Requested (a-b)</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

\_\_\_\_\_



# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Condition Assessment of Recreation and Open Space Infrastructure

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

To undertake a condition audit ("the Audit") of the Council's recreation and open space infrastructure in accordance with the necessary and required financial and asset management principles. The Council is required from a financial perspective to review its infrastructure assets every five (5) years and re-assess the valuation of these assets.

The project will also enable a revised Whole of Life program to be developed for the Council's recreation and open space infrastructure in accordance with the objectives and goals contained in the Council's Recreation and Open Space Infrastructure Asset Management Plan (2020).

### PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

A suitable consultant will be engaged to undertake the Audit.

The broad scope of the Audit will include the following:

- condition of the asset and asset components;
- location of the asset / asset component;
- quantity / dimensions of asset components;
- asset component identification (description, make and model);
- assign unit rates;
- establish asset component life and remaining life;
- calculate current value and current replacement cost; and
- assess risk associated with asset components.

Once the Audit data has been collected it will be transferred into Conquest (the Council's Asset Management System), where it can be integrated in to provide the relevant data for future renewal programs.

## RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

### Social Equity:

**A connected, accessible and pedestrian friendly community.**

The Audit will ensure that the Council's recreation and open space assets are matched with community needs and provided in a condition that is consistent with community expectations.

### Cultural Vitality:

**A culturally rich and diverse city with a strong sense of identity, history and sense of place**

### Economic Prosperity:

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

### Environmental Sustainability:

**A leader in environmental sustainability.**

Recreation and open space asset renewal will be undertaken with a focus on environmental sustainability.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

**How will the deliverables of the project contribute to the Council's Organisational Strategy?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

### Culture & change

**An engaged and committed workforce that is outcome focussed.**

The Audit will provide data to determine renewal requirements of the Council's recreation and open space infrastructure and provide direction on priority requirements and an updated long term program.

### Capability

**Enabling Organisational capability and capacity through "Our People".**

While the Audit will be undertaken by consultants, the development of programs of the consequent works will be undertaken by Council staff.

### Continuous Improvement

**Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.**

Updated data will allow for innovative techniques for upgrading the Council's recreation and open space infrastructure.

### Safe & Fair

**Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace.**

### Structure & Framework

**Systems and Processes are innovative and supportive of "Our People".**

The updated data from the Audit will allow for systems to be generated to prioritise capital works requirements across the City.

## ADDITIONAL CONSIDERATIONS

## RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The risk of the Council's financial reports being qualified by our financial auditors should the valuation of recreation and open space infrastructure not occur next financial year.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

High (10). Whilst the potential costs cannot be quantified, it is possible that the Council is either over servicing or under servicing its recreation and open space infrastructure across the network.

A review is necessary to ensure;

- the condition of the assets is reviewed which will enable the necessary and required expenditure over the next ten (10) years to be adjusted; and
  - ensure that the financial statements reflect this condition and provide for accurate reporting of the consumption of future economic benefits of recreation and open space infrastructure assets.
- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

The Recreation and Open Space Infrastructure Asset Management Plan (2020) was adopted by the Council at its meeting held on 18 January 2021. The Plan identifies the expenditure allocation to maintain these assets at their current performance levels and the value of these assets. In order to ensure this information remains accurate and up to date, the audit is required.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, internal resources will be required to manage the project.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

No.

## FUNDING REQUEST

## FUNDING IMPLICATIONS

### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$50,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$50,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$50,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

Scott Dearman  
Project Manager, Assets

24 February 2021

Supported by

Peter Perilli  
General Manager, Urban Services

1 March 2021

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Implementation of 40km/h Area Speed Limit in Norwood & Kent Town

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The funding is requested to implement an area speed limit of 40km/h in Norwood & Kent Town (except The Parade, The Parade West and Osmond Terrace).

This project has not yet been endorsed by the Council, however the Council did request that the Traffic Management and Road Safety Committee investigate this matter which has resulted in a recommendation from the Committee to proceed. The Council will consider the implementation of an area speed limit of 40km/h in Norwood & Kent Town at its meeting scheduled for 5 April 2021.

The proposed timeline of the project is:

- May 2021 – Community consultation undertaken (subject to endorsement by the Council at the April Council Meeting);
- August 2021 – community consultation outcomes presented to the Council; and
- October 2021 – 40km/h area speed limit implemented (subject to consultation outcomes and endorsement by the Council).

The 40km/h area speed limit in Norwood and Kent Town improves safety for all road users, facilitates liveable neighbourhoods and underpins community well-being. 40km/h speed limits are an affordable traffic management option that allows the Council to direct high-cost traffic interventions to fewer roads.

A 40km/h area speed limit was implemented in Stepney, Maylands and Evandale in 2019. A selection of these streets were evaluated in 2020 which identified a successful outcome with mean speeds reducing by up to 4 km/h.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The outputs would include:

- plans identifying sign locations;
- manufacture of the signs; and
- installation of the signs.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

The 40km/h area speed limit in Norwood and Kent Town aims to create a better balance between traffic flow and safety thereby improving community well-being. Research shows that 40km/h streets are safer and quieter, encourage walking and cycling and reduce CO2 emissions.

#### Social Equity:

A connected, accessible and pedestrian friendly community.

Slower speeds encourage walking and cycling resulting in a more accessible and connected community for people of all ages.

#### Environmental Sustainability:

A leader in environmental sustainability.

Slower speeds result in less CO2 emissions and encourage sustainable forms of transport such as walking and cycling.

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

40km/h speed limits are an affordable option to improve road safety and allows the Council to direct high-cost traffic interventions on fewer roads.

A leader in environmental sustainability.

### How will the deliverables of the project contribute to the Council's Organisational Strategy

#### Culture & change

An engaged and committed workforce that is outcome focussed

The allocation of funding to implement the 40km/h area speed limit in Norwood & Kent Town would demonstrate that the Council has not just endorsed an investigation but has committed to the final outcome.

#### Capability

Enabling Organisational capability and capacity through "Our People"

The implementation requires organisational capability between Council Departments with City Services staff and Urban Planning & Environment staff *working together*.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The risk of not allocating funds is that:

- traffic concerns are not addressed creating potential safety issues;
- citizens perceive that their concerns are not taken seriously by the Council; and
- traffic and transport issues are addressed in an ad-hoc, rather than area-wide manner.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk is substantial and could result in:

- a safety risk, particularly for vulnerable road users such as pedestrians and cyclists; and/or
- reputational damage to the Council.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

The Council may determine not to proceed with the implementation of an area speed limit of 40km/h in Norwood & Kent Town. If this is the case, the funds would not be required.

Community acceptance for lowered speed limits has increased in recent years as a result of more Councils rolling out 40km/h area speed limits, however, it is likely that there will be some opposition, debate and discussion on this topic.

#### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*  
N/A.
- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

This project has not yet been endorsed by the Council, however the Council did request that the Traffic Management and Road Safety Committee investigate this matter. The Committee has now completed its investigations and will be making the following recommendations to the Council:

1. *That the Council receives and notes the outcomes of the investigations which have been undertaken by staff, as outlined in this report and the report presented to and considered by the Traffic Management & Road Safety Committee on 18 August 2020, regarding the proposal to reduce speed limits in residential streets in Norwood and Kent Town.*
2. *That the proposal to reduce speed limits in residential streets in Norwood and Kent Town meets all requirements set out in the Department for Infrastructure and Transport publication, Speed Limit Guideline for South Australia.*
3. *That, having regard to the outcomes of the staff investigations and the requirements of the Department for Infrastructure & Transport publication, Speed Limit Guideline for South Australia, the Council proceed to undertake community consultation on the proposal to introduce a 40km/h area wide speed limits in Norwood and Kent Town, as detailed in Attachment C to this report.*
4. *That the Council notes that:*
  - (a) *a further report will be presented to the Council detailing the outcomes of the community consultation;*
  - (b) *ongoing liaison will be undertaken with the Department for Infrastructure & Transport regarding to reducing speed limits on The Parade, as set out in the endorsed Thee Parade Master Plan project; and*
  - (c) *the proposal for reduced speeds on The Parade includes variable message signs that would enable a speed limit of 25km/h during large events at the Norwood Oval.*

#### RESOURCING IMPLICATIONS

##### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

The project will be delivered by the Manager, Traffic & Integrated Transport and the Manager, City Services.

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*
**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs	\$5,000					
• Construction Costs						
• Contracted Services	\$20,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	\$25,000					
<b>Net Funds Requested (a-b)</b>	\$25,000					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

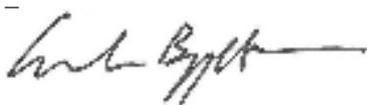
**1. FUNDING SUBMISSION GENERATED BY STAFF**



Gayle Buckby  
Manager Traffic & Integrated Transport

20/02/2021

Supported by



Carlos Buzzetti  
General Manager, Urban Planning & Environment

20/02/2021

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Area-wide Traffic Study - Glynde, Payneham, Payneham South, Trinity Gardens & St Morris

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

The funding is requested to prepare a Traffic Study for the suburbs of Glynde, Payneham, Payneham South, Trinity Gardens & St Morris - the area bound by Payneham Road, Glynburn Road, Portrush Road and Magill Road. A traffic study has not been undertaken in this area since the Local Area Traffic Management Plan (LATM) was prepared in 1998.

Council staff regularly receive correspondence from residents of this area who are concerned about the high traffic speed and volume that impacts on road safety and residential amenity. Traffic data identifies that there are numerous streets with significant speeding, cut-through traffic and crash clusters that verifies the resident concerns. The traffic issues are complex due to the long distance between arterial roads and resulting rat-running, traffic generators such as Schools and shops, and the impact of future development such as the former Schweppes Factory site on Payneham Road.

The proposed traffic study would consider neighbourhood traffic-related problems in the context of the local area rather than addressing isolated locations as they arise. This would provide the Council with a consistent, sustainable, cost effective and integrated approach to traffic management in the area.

### PROJECT DELIVERABLES

The proposed traffic study would include review and assessment of the following:

- the 1998 LATM - identifying the recommendations that were and were not installed;
- current traffic data and crash data;
- existing land-use and demographics (Schools, shops, aged care);
- impacts of future development (including potential infill and the former Schweppes Factory Site on Payneham Road and Proposed Aldi development site on Glynburn Road);
- the road function: cycling network, bus routes, high pedestrian activity areas;
- network audit of existing street layout and traffic control devices; and
- resident concerns.

The output would be an evidence-based technical report that would clearly identify the issues and provide a strategic way forward to reduce traffic-related problems. The report would provide a prioritised list of streets and locations where improvements are recommended and provide a list of options for traffic management interventions. This would be integrated into other Council infrastructure, road and footpath renewal projects.

The evidence-base framework and integrated planning would provide a robust basis for future community engagement.

### RELATIONSHIP TO CITYPLAN 2030

#### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Addressing traffic issues and road safety will directly contribute to community well-being and several outcomes of *City Plan 2030*.

#### Social Equity:

*A people-friendly, integrated, sustainable and active transport and pedestrian network.  
A strong, healthy, resilient and inclusive community.*

Improving identified traffic issues and road safety will encourage more people to walk and ride a bike, contributing to a sustainable and active transport network and increase physical activity.

#### Environmental Sustainability:

*Sustainable and attractive streetscapes and open spaces.*

The area-wide traffic review aims for pro-active, strategic solutions rather than reactive isolated solutions. This provides the opportunity to integrate with the road renewal program and develop well-designed and sustainable urban environments.

### RELATIONSHIP TO ORGANISATIONAL STRATEGY

#### How will the deliverables of the project contribute to the Council's Organisational Strategy

#### Culture & change

An engaged and committed workforce that is outcome focussed

The allocation of funding to this project demonstrates a commitment to develop consistent, integrated and evidence-based outcomes.

#### Capability

Enabling Organisational capability and capacity through "Our People"

The proposed strategic traffic review enables staff to work together to deliver integrated timely outcomes.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The risk of not allocating funds is that traffic and transport issues across the City remain unresolved or are not addressed in a timely manner, creating potential amenity and or safety concerns for our citizens. This is also a risk that traffic and transport issues are addressed in an ad-hoc rather than holistic and strategic manner.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk is substantial and could result in reputational damage to the Council or in hazardous or inconvenient conditions within the Council's transport networks.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil.

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**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

N/A.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No.

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**RESOURCING IMPLICATIONS**
**RESOURCES**

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

The project will be delivered by the Manager, Traffic & Integrated Transport.

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**FUNDING REQUEST**
**FUNDING IMPLICATIONS**
**BUDGET ESTIMATE:**  
*(Excluding GST)*
**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$15,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						

<b>Total Funds Requested (b)</b>	\$15,000
<b>Net Funds Requested (a-b)</b>	\$15,000
<b>Ongoing Operational Savings</b>	
• Labour	
• Contractors/materials	
<b>Potential on-going Savings</b>	

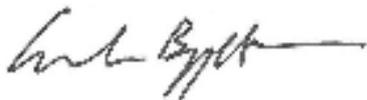
**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
Gayle Buckby  
Manager, Traffic & Integrated Transport

\_\_\_\_\_  
20/02/2021

Supported by



\_\_\_\_\_  
20/02/2021

\_\_\_\_\_  
Carlos Buzzetti  
General Manager, Urban Planning & Environment

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Dog & Cat Management Plan Education Campaign

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

General Manager, Governance & Community Affairs

PROJECT MANAGER:

Manager, Governance, Legal & Property

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Project involves the implementation of an education campaign as required by the Council's 2019-2024 Dog & Cat Management Plan. The campaign will be implemented over the five (5)-year life of the Plan. The 2021-2022 financial year will be the third year of implementation.

The purpose of the education campaign is to educate the community in relation to:

- the new legislative requirements relating to microchipping and desexing of dogs and cats (particularly in the first three (3) years of the Plan); and
- the general principles of responsible dog and cat ownership.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*
  - Social Media campaign (posts & video content, and advertising on responsible pet ownership topics and Council initiatives)
  - Look East and website articles
  - Footpath stickers in off-leash / on-leash reserves (on responsible pet ownership topics)
  - Annual resident survey
  - Upgraded signage in several popular reserves (to include dog-related information – e.g. off leash area times & requirements – along with key reserve facilities & features)
  - Dogs Day Out Event – discounted microchipping, dog obedience classes, information stalls

### RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

**Social Equity:**

A connected, accessible and pedestrian friendly community.

**Objective 1. Convenient and accessible services, information and facilities.****Objective 3. An engaged and participating community.**

Engaging the community through the education campaign and providing accessible and up-to-date information and resources (both online and in person) relating to dog and cat management will increase community knowledge and skills.

**Cultural Vitality:**

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

Not Applicable.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

Not Applicable.

**Environmental Sustainability:**

A leader in environmental sustainability.

Not Applicable.

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

An engaged and committed workforce that is outcome focussed

Not Applicable.

**Capability**

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Some of the key risks presented by failing to educate the community in accordance with the requirements of the Council's Dog and Cat Management Plan are:

- Non-compliance by members of the public in relation to mandatory registration, microchipping and desexing requirements which may result in fines and penalties being imposed.
- Continuing or high numbers of complaints relating to issues such as dog attacks, excessive barking and dogs wandering at large in the City which may result in injury and amenity impacts upon members of the public and reputational impacts for the Council.
- Failure by the Council to act in accordance with and to achieve the key performance measures set out in its Dog & Cat Management Plan which may result in increased risk of administrative challenge to the Council, action by the Board under the Act and reputational impacts for the Council.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Most non-compliances by members of the public in relation to dog and cat management would only have a minor impact and a relatively low risk rating (e.g. failure to register dogs on-time), however, issues such as dog attacks and barking complaints can have a significant impact upon the Council both in terms of the potential for harm to members of the community, use of staff resources and reputational impacts, and would attract a higher risk rating. A continuing focus on educating members of the community in relation to their obligations and how to prevent the occurrence of problematic behaviour by their pets, along with monitoring of key statistics in relation to this, is therefore critical.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Engagement by the community with the education campaign – interest and engagement in the information distributed which leads to actual behavioural change (e.g. responsible behaviour in off-leash areas), and compliance with the legislative and Council requirements relating to dog and cat management. Despite these requirements being introduced several years ago now, there is still a lack of awareness of the desexing and microchipping requirements relating to dogs and cats in our community. In relation to the Dogs Day Out Event, this was originally scheduled for the 2020-2021 financial year but was cancelled due to the COVID-19 outbreak. It is hoped that with the easing of restrictions and the return of Council events, that this event can be run in this financial year.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

2019-2024 Dog & Cat Management Plan. The education campaign will contribute to the main goal of the Plan which is to promote and achieve responsible pet ownership of dogs and cats in the City.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The 2019-2024 Dog & Cat Management Plan was endorsed by the Council at its meeting held on 12 September 2018 and approved by the Dog & Cat Management Board on 25 October 2018.

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes – a project team will be established and support will be required from the following staff:

Manager, Governance, Legal & Property

Team Leader, Customer & Regulatory Services

Events Coordinators

Communications Officer / Graphic Designer / Website Officer / Digital Marketing Officer

- **If yes, will resources be required from other Council Departments/Divisions?**

**Who are the Project team members?** See above

<b>FUNDING REQUEST</b>
------------------------

<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs (Dogs Day Out Event)	\$5,000					
• Construction Costs						
• Contracted Services (Dogs Day Out Event)	\$10,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs:						
- Advertising (social media, print)	\$2,000					
- Printing (posters / brochures / footpath stickers)	\$3,000					
- Signage (informational signage for off-leash reserves)	\$10,000					
<b>Total Funds Requested (b)</b>	<b>\$30,000</b>					
<b>Net Funds Requested (a-b)</b>						
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Lisa Mara, General Manager, Governance & Community Affairs

\_\_\_\_\_  
(Insert name & title of Project Owner)

\_\_\_\_\_  
(Date)

Supported by

As above

\_\_\_\_\_  
(Insert name & title of relevant General Manager)

\_\_\_\_\_  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Smart City Plan Implementation

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

General Manager, Urban Planning & Environment

PROJECT MANAGER:

General Manager, Urban Planning & Environment

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In December 2020, the Council endorsed a Smart City Plan for the City of Norwood Payneham & St Peters. The Council also endorsed a Priority Action Plan, subject to funding allocation being considered through the annual budget setting process.

Smart Cities apply digital technology, data and innovative practices to improve liveability, sustainability, collaboration and economic opportunities. Some common examples of smart city initiatives and projects include:

**smart parking**, to improve efficiencies in the monitoring and enforcement of car parking areas and to provide information on the availability of car parking spaces in high traffic areas to the community;

**smart lighting**, allowing for lighting levels to respond to local conditions and to allow for lighting poles to be used for multiple purposes, including weather monitoring, the provision of public WIFI and, subject to privacy considerations, the use of CCTV cameras and the like;

**smart irrigation**, to improve the efficiency of water usage for irrigation;

**smart sensors**, to monitor usage rates of public infrastructure, to in turn, inform Council's decision making processes;

**e-vehicle charging stations**; and

**smart apps for mobile phones**, enabling the exchange of information and data between citizens and the Council, the promotion of rubbish collection cycles, events and tourism etc.

The priority actions identified for Year 1 of the Plan are set out below.

## SMART CITY PLAN PRIORITY ACTIONS – YEAR 1

Strategic Theme	Priority Action	Milestones	Responsibility
Smart Community	Investigate opportunities to design and deliver targeted digital skills training through local libraries	<ul style="list-style-type: none"> <li>Conduct structured meetings with local libraries and digital literacy providers</li> <li>Review current education programs delivered through local libraries</li> </ul>	►
	Review Council's security, privacy and data management policies to reflect international best practice	<ul style="list-style-type: none"> <li>Report to the Council with key insights and recommendations</li> </ul>	►
	Engage with the local community to identify their digital literacy needs	<ul style="list-style-type: none"> <li>Conduct community engagement and collect insights/information as required</li> </ul>	►
Digital Economy	Investigate options to increase the coverage and use of local Internet of Things (IoT) and free public Wi-Fi networks	<ul style="list-style-type: none"> <li>Identify gaps in current IoT, Wi-Fi networks</li> <li>Identify areas for network synergies to be applied (e.g. free Wi-Fi modems on smart lighting poles)</li> </ul>	►
	Examine options to improve the integration of smart tech into new developments, buildings and precincts	<ul style="list-style-type: none"> <li>Review development application processes and forms to identify areas for smart city integration</li> </ul>	►
	Engage with local business to identify digital skill gaps and opportunities to address	<ul style="list-style-type: none"> <li>Conduct structured meetings with local businesses</li> </ul>	►
Smart Council	Establish Council's internal smart city leadership, governance, structures and resourcing	<ul style="list-style-type: none"> <li>See 'priority governance actions' above</li> </ul>	►

Strategic Theme	Priority Action	Milestones	Responsibility
Smart & Sustainable	Design a program of smart city training and development	<ul style="list-style-type: none"> <li>Conduct structured meetings with internal smart city stakeholders/leaders</li> <li>Prepare a DRAFT Digital Literacy &amp; Smart City Training Program Outline</li> </ul>	►
	Prepare and enact a smart city communications and advocacy strategy	<ul style="list-style-type: none"> <li>Review current communications and advocacy policies and frameworks</li> <li>Develop DRAFT Smart City Communications &amp; Advocacy Strategy</li> </ul>	►
	Investigate transition of Council fleet to low-emission and electric vehicles	<ul style="list-style-type: none"> <li>Investigate the procurement of low-zero emission vehicles for Council fleet</li> <li>Investigate the procurement of EV charging stations</li> </ul>	►
	Integrate smart city principles/actions into Council's existing sustainability strategies	<ul style="list-style-type: none"> <li>Engage with key stakeholders to identify emerging and high-value technologies that can be integrated into existing Council and City sustainability operations</li> </ul>	►
	Explore options for smart lighting systems/infrastructure in our City (NE – combine with Wi-Fi and IoT assessment)	<ul style="list-style-type: none"> <li>Investigate options and pathways for implementation of smart lighting systems</li> </ul>	►
	Identify opportunities to expand intelligent irrigation systems	<ul style="list-style-type: none"> <li>Identify high-value areas and parks for testing, trialing and deploying smart irrigation systems</li> </ul>	►
Smart Mobility	Use data, digital signage, real-time information (etc.) to improve pedestrian outcomes	<ul style="list-style-type: none"> <li>Investigate locations for digital signage and information sharing for pedestrian and vehicle traffic</li> <li>Develop business case for digital kiosks and digital signage and present to Council</li> </ul>	►
	Explore opportunities with respect to smart parking initiatives	<ul style="list-style-type: none"> <li>Develop business case for smart parking initiatives</li> <li>Investigate locations for potential roll-out of smart parking systems</li> </ul>	►

Most of the priority actions for Year 1 require staff to undertake investigations, engagement and consultation and develop business cases for the deployment of smart technology related initiatives. As such, the funding for Year 1 is requested to obtain advice from suitably qualified consultants to assist staff to complete the tasks highlighted above, rather than to fund specific smart city initiatives.

## PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The proposed outputs are set out in the Priority Actions Table listed above.

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**RELATIONSHIP TO CITYPLAN 2030**

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**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

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**Social Equity:**

A connected, accessible and pedestrian friendly community.

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The implementation of Smart City projects that drive communication flow and information sharing with the community directly aligns with the Council's Social Equity Objective of achieving a connected and accessible community.

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**Cultural Vitality:**

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

The implementation of Smart City projects that contribute to the activation of public spaces or the sustainable increased use of soft and hard infrastructure fosters a stronger connection with the City and a sense of place.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

Smart City initiatives have a role to play in enabling connectivity between citizens and local businesses and services. The Council can play the role of 'enabler' in this space and apply digital technology, or make data available to improve citizen and business collaboration and inform economic opportunities. For instance, the Council make data on the availability of car parking spaces, local weather, use of local infrastructure broadly available and this may influence economic decisions by local traders.

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**Environmental Sustainability:**

A leader in environmental sustainability.

---

Smart City initiatives can allow for real time monitoring and reporting of the Council's environmental performance and information exchange with the community on issues of environmental importance. Smart Irrigation is an example of a project that can improve the efficiency of water use and can reinforce the Council's role as a leader in environmental sustainability.

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## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Council's Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

#### Culture & change

An engaged and committed workforce that is outcome focussed

Smart City initiatives are outcome focussed and can improve the efficiency of Council services.

---

#### Capability

Enabling Organisational capability and capacity through "Our People"

N/A

---

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

By driving efficiency improvements through the use of technology and data, Council staff can inspire each other to look for efficiencies across all of Council's services and programs.

---

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

---

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Smart City initiatives are of themselves generally innovative.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The key risk is that Council may not be delivering best value outcomes for the community, given the rapidly changing community needs that is underpinned by technological advancements. This can be mitigated through the timely implementation of priorities identified in the Smart City Plan.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk to Council is moderate. However, the potential cost can be considered in terms of reputational damage if the Council is not leveraging innovative, technology based ways of improving service delivery.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil.

The Executive Leadership Team has recently endorsed the Council's General Manager, Urban Planning & Environment as the Council's Smart City Lead, appointed an internal Smart City Steering Team and endorsed Terms of Reference for the team outlining roles and responsibilities for facilitating the implementation of the Smart City Plan. As such, an appropriate governance arrangement has been endorsed to enable delivery of the Year 1 Priority Actions.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

This is dependent on the projects or initiatives to be investigated.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

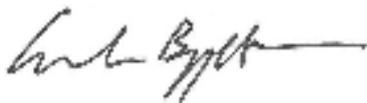
- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>	Nil	Nil				
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$15,000					
<b>Total Funds Requested (b)</b>	\$15,000					
<b>Net Funds Requested (a-b)</b>	\$15,000					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**



23/02/2021

Carlos Buzzetti, General Manager, Urban Planning & Environment

Supported by

Chief Executive Officer

23/02/2021

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

## SMART CITY PLAN PRIORITY ACTIONS – YEAR 1

Strategic Theme	Priority Action	Milestones	Responsibility
Smart Community	Investigate opportunities to design and deliver targeted digital skills training through local libraries	<ul style="list-style-type: none"> <li>▶ Conduct structured meetings with local libraries and digital literacy providers</li> <li>▶ Review current education programs delivered through local libraries</li> </ul>	▶
	Review Council's security, privacy and data management policies to reflect international best practice	<ul style="list-style-type: none"> <li>▶ Report to the Council with key insights and recommendations</li> </ul>	▶
	Engage with the local community to identify their digital literacy needs	<ul style="list-style-type: none"> <li>▶ Conduct community engagement and collect insights/information as required</li> </ul>	▶
Digital Economy	Investigate options to increase the coverage and use of local Internet of Things (IoT) and free public Wi-Fi networks	<ul style="list-style-type: none"> <li>▶ Identify gaps in current IoT, Wi-Fi networks</li> <li>▶ Identify areas for network synergies to be applied (e.g. free Wi-Fi modems on smart lighting poles)</li> </ul>	▶
	Examine options to improve the integration of smart tech into new developments, buildings and precincts	<ul style="list-style-type: none"> <li>▶ Review development application processes and forms to identify areas for smart city integration</li> </ul>	▶
	Engage with local business to identify digital skill gaps and opportunities to address	<ul style="list-style-type: none"> <li>▶ Conduct structured meetings with local businesses</li> </ul>	▶
Smart Council	Establish Council's internal smart city leadership, governance, structures and resourcing	<ul style="list-style-type: none"> <li>▶ See 'priority governance actions' above</li> </ul>	▶

## SMART CITY PLAN PRIORITY ACTIONS – YEAR 1

Strategic Theme	Priority Action	Milestones	Responsibility
Smart & Sustainable	Design a program of smart city training and development	<ul style="list-style-type: none"> <li>▶ Conduct structured meetings with internal smart city stakeholders/leaders</li> <li>▶ Prepare a DRAFT Digital Literacy &amp; Smart City Training Program Outline</li> </ul>	▶
	Prepare and enact a smart city communications and advocacy strategy	<ul style="list-style-type: none"> <li>▶ Review current communications and advocacy policies and frameworks</li> <li>▶ Develop DRAFT Smart City Communications &amp; Advocacy Strategy</li> </ul>	▶
	Investigate transition of Council fleet to low-emission and electric vehicles	<ul style="list-style-type: none"> <li>▶ Investigate the procurement of low/zero emission vehicles for Council fleet</li> <li>▶ Investigate the procurement of EV charging stations</li> </ul>	▶
	Integrate smart city principles/actions into Council's existing sustainability strategies	<ul style="list-style-type: none"> <li>▶ Engage with key stakeholders to identify emerging and high-value technologies that can be integrated into existing Council and City sustainability operations</li> </ul>	▶
	Explore options for smart lighting systems/infrastructure in our City (NB - combine with Wi-Fi and IoT assessment)	<ul style="list-style-type: none"> <li>▶ Investigate options and pathways for implementation of smart lighting systems</li> </ul>	▶
	Identify opportunities to expand intelligent irrigation systems	<ul style="list-style-type: none"> <li>▶ Identify high-value areas and parks for testing, trialling and deploying smart irrigation systems</li> </ul>	▶
Smart Mobility	Use data, digital signage, real-time information (etc.) to improve pedestrian outcomes	<ul style="list-style-type: none"> <li>▶ Investigate locations for digital signage and information sharing for pedestrian and vehicle traffic</li> <li>▶ Develop business case for digital kiosks and digital signage and present to Council</li> </ul>	▶
	Explore opportunities with respect to smart parking initiatives	<ul style="list-style-type: none"> <li>▶ Develop business case for smart parking initiatives</li> <li>▶ Investigate locations for potential roll-out of smart parking systems</li> </ul>	▶



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Street Lighting Renewal & Upgrade

RESPONSIBLE GENERAL MANAGER:

General Manager Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In response to street lighting non-compliances identified through a street lighting audit as well as resident complaints regarding inadequate street lighting, funding will be allocated to undertake design and construction works to ensure that non-compliant and inadequate street lighting within the City's streets are renewed or upgraded ("the Project"). Of particular focus will be ensuring compliance for traffic control devices and bus routes, namely John Street, Payneham, and Marian Road, Firlie.

The installation of a compliant level of street lighting will ensure that the street infrastructure is safe and is consistent with the level of service generally provided throughout the City.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The installation / upgrade of street lighting to areas which require urgent attention / upgrade due to vehicle and pedestrian safety, focusing on pedestrian refuge devices.

### RELATIONSHIP TO CITYPLAN 2030

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

**Social Equity:**

A connected, accessible and pedestrian friendly community.

The Project will allow for the renewal and upgrade of identified deficiencies in street lighting within the City.

---

**Cultural Vitality:**

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

The Project will address the renewal or upgrade of lighting heritage items that have a strong connection to the history and identity of the City.

---

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

The improvement of street lighting which is adjacent to business and service centres will be a priority to ensure safe and convenient access.

---

**Environmental Sustainability:**

A leader in environmental sustainability.

The Project will ensure that lighting used will be energy efficient and minimise pollution during operation and in disposal at the end of the luminaires' life.

---

**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

The Project will be developed through collaboration with various Unit / Departments including City Assets, City Services and Strategic Projects.

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

The Project will be delivered by consultants and contractors. Council staff plan, design and undertake the project management aspects of the works.

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The Project is a collaboration between Departments and Council staff to achieve lighting renewal and upgrades that are synchronised with higher level project based outcomes.

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

The Project considers safe design and installation aspects to ensure that lighting is fit-for-purpose and provides safe and accessible public space.

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Public lighting can pose a risk to the Council and the community where the lighting infrastructure is:

- approaching the end of useful lives;
- not compliant with current standards; and/or
- is out-dated and not considered fit for use.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

The risk is rated as Medium Risk 19 due to the age of lighting infrastructure and compliance issues based on changes to standards and the inadequacy of the original lighting design

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

There are no foreseeable constraints at this time which are expected to impact on the delivery of the Project.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes. The delivery of the Project will be the overall responsibility of the Project Manager, Assets.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

No

<b>FUNDING REQUEST</b>
------------------------

<b>FUNDING IMPLICATIONS</b>
-----------------------------

**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>Net Funds Requested (a-b)</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Scott Dearman  
Project Manager, Assets

March 2021

Supported by

Peter Perilli  
General Manager, Urban Services

March 2021

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

## APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

## LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

## CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

**Finance Use**

Project Type:  Operating

**Capital**  
Useful Life in years

Nature of Expenditure:

Discretionary  
 Non-Discretionary

Renewal expenditure  
 New or Upgrade expenditure

**Master Account Number**  
*(To be completed by Finance Section)*

---

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager


	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Capital Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Capital Funds Requested						
• Renewal						
• Upgrade						
<b>Total Funds Requested</b>						
<b>Total Net Capital Cost to Council</b>						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
<b>Operating Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
<b>Total Recurrent Cost</b>						
<b>Total Net Recurrent Cost to Council</b>						



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Major Public Art Project

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

General Manager, Governance & Community Affairs

PROJECT MANAGER:

General Manager, Governance & Community Affairs

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Public Art Policy states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, subject to annual budget deliberations.

This project will result in the installation of a significant public artwork within the public realm.

The exact amount to be allocated will be determined annually when the Capital Works Budget is approved.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

This project is for the Council's fourth Quadrennial Public Artwork for completion in July 2022.

**RELATIONSHIP TO CITYPLAN 2030**

---

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

---

**Social Equity:**

A connected, accessible and pedestrian friendly community.

---

**Not Applicable**

---

**Cultural Vitality:**

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

---

Major public artworks help to create a sense of place and a community focal point. They can be inspired by, or reference, the culture and the history of the area and can help create a sense of local pride and well-being.

The artwork will contribute to a sense of civic pride, a sense of place and sense of identity for the Council area.

---

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

**Not Applicable**

---

**Environmental Sustainability:**

A leader in environmental sustainability.

---

**Not Applicable**

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

**Not Applicable**

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---

**Not Applicable**

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

**Not Applicable**

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

**Not Applicable**

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

**Not Applicable**

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

**Not Applicable**

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

**Not Applicable**

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

At its meeting held on 1 April 2019, the Council reviewed and adopted the Public Art Policy which states the following:

*The Council will ensure the adequate and on-going funding of public art through:*

1. *the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, subject to annual budget deliberations;*

### RESOURCING IMPLICATIONS

#### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Various staff will be involved in the delivery of this project, including:

- Strategic Projects Staff
- Communications Unit Staff
- Events Staff
- City Services Staff.

<b>FUNDING REQUEST</b>
------------------------

<b>FUNDING IMPLICATIONS</b>
-----------------------------

**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>50,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>50,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Lisa Mara  
General Manager, Governance & Community Affairs

22 February 2021

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022.

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

2022 Tour Down Under

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Events Coordinator

PROJECT MANAGER:

Events Coordinator

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The proposal is for the Council to host a stage of the 2022 Tour Down Under and an associated event.

Subject to the Tour Down Under Australia being held and the Expression of Interest being successful, the Council will also host its Norwood on Tour Street Party as part of the 2022 Tour Down Under.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

Hosting a Stage of the Tour Down Under provides the Council with an ideal opportunity to become involved with a major international sporting event and promote the City to local, interstate and overseas visitors. The Tour Down Under attracts media attention from all over the world, therefore providing a perfect platform for the Council to market the City as a tourism destination to an international audience. Additionally, the proposed event and activities will aim to showcase the precinct and keep visitors in the area after the start of the race, therefore encouraging visitor expenditure in local retail outlets, cafes and other businesses.

**RELATIONSHIP TO CITYPLAN 2030**

---

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

---

**Social Equity:**

A connected, accessible and pedestrian friendly community.

---

**Not Applicable**

---

**Cultural Vitality:**

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

---

The Council has recognised that the staging of events and festivals is an integral part of building a strong community as well as building a strong business sector and economy.

---

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

A stage of the Tour Down Under event attracts up to 40,000 spectators and will provide both national and international exposure to The Parade.

---

**Environmental Sustainability:**

A leader in environmental sustainability.

---

**Not Applicable**

---

**RELATIONSHIP TO ORGANISATIONAL STRATEGY**


---

**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

**Not Applicable**

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---

**Not Applicable**

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

**Not Applicable**

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

**Not Applicable**

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

**Not Applicable**

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

There are a number of risks associated with events which need to be managed effectively during the set-up, duration and the pack down of the event, therefore an Event Risk Management Plan will be developed to ensure all risks associated with the event are managed effectively.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Not Applicable

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

### RESOURCING IMPLICATIONS

#### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

The Council's Events Coordinators will liaise with the Tour Down Under organisers in terms of managing the event.

The Communications Unit Staff will assist with promotion of the event.

External resources will include:

- Contractors (Infrastructure, Waste Management, Road Closures, etc)
- Entertainment

The Parade Traders will also be invited to participate in the event. The Eastside Wine & Ale Trail traders will also be invited to participate in the event.

<b>FUNDING REQUEST</b>
------------------------

<b>FUNDING IMPLICATIONS</b>
-----------------------------

**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>105,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>105,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

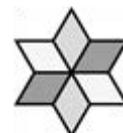
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Children's Book Week 2021

RESPONSIBLE GENERAL  
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Library Services & Lifelong Learning

PROJECT MANAGER:

Children's & Youth Services Librarian

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

To deliver a program of events with local school students and families to celebrate Children's Book Week in August 2021.

The provision of programs during Children's Book Week 2021 will assist in fostering a love of books, reading and lifelong learning in our City, all of which are valuable in preparing children for the multi-literacies required to constructively participate in the local community and positively contribute to society.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The project will deliver workshops, programs or events with Children – both those who are students within schools within the Council area, and those who are residents, premised upon the Children's Book Week 2021 theme of 'Old Worlds, New Worlds, Other Worlds'.

---

**RELATIONSHIP TO CITYPLAN 2030**

---

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

---

**Social Equity:**

A connected, accessible and pedestrian friendly community.

---

**Objective One: Convenient and accessible services, information and facilities**

The program will provide valuable connections between local schools, educators and students, maximising access to Library services, information and resources to encourage further use, and promote curiosity, learning and literacy in our City.

**Objective Four: A strong healthy, resilient and inclusive community.**

The program will also encourage lifelong learning, and the provision of spaces and places for people to meet learn and connect with each other. The program will also strengthen links and partnerships with publishers, booksellers, and Schools to promote the sharing of skills and resources within the Community.

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**Cultural Vitality:**

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

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**Objective One: An artistic, creative, cultural and visually interesting city**

The program will provide opportunities for creative expression for young people living or studying within our City.

**Objective Five: Dynamic community life in public spaces and precincts.**

The program will contribute to the delivery of community events and activities in our City.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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**Culture & change**

An engaged and committed workforce that is outcome focussed

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**Capability**

Enabling Organisational capability and capacity through "Our People"

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**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

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**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

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**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The predominant risk to the Council arising from this project is COVID-19 restrictions impacting the ability for people to gather, or weather impacting the participation of those schools registered to attend Council facilities and workshops. Both COVID-19 restrictions and inclement weather may mean large group sessions will be cancelled or require last minute modification. Schools may also reduce their liaison with external bodies should COVID-19 restrictions apply in 2021.

The program could also be delayed nationally, should COVID-19 restrictions impact daily life as was seen in 2020.

There are risks around programs held with students, whereby Schools may not have the appropriate resourcing on the day to commit to the programs / workshops they may register for. This can impact their transport or student / adult ratios, effectively ceasing their participation.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Low. Whilst it is possible that events may be cancelled, the potential cost is financial loss of funds expended in contracting providers to facilitate programs.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The Lifelong Learning Team will deliver this project in collaboration with contracted providers.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

The project will require promotional material input from the Communications Officer.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>	0	0	0	0	0	0
• Grant Funding	0	0	0	0	0	0
• User Charges	0	0	0	0	0	0
• Other	0	0	0	0	0	0
<b>Total External Funding (a)</b>	0	0	0	0	0	0
<b>Expenditure</b>						
• Additional temporary Labour costs	0	0	0	0	0	0
• Design Costs	0	0	0	0	0	0
• Construction Costs	0	0	0	0	0	0
• Contracted Services	1,500	1,500	1,500	1,500	1,500	1,500
• Legal Expenses	0	0	0	0	0	0
• Materials costs	1,000	1,000	1,000	1,000	1,000	1,000
• Consultation Costs	0	0	0	0	0	0
• Other Operational Delivery Costs	0	0	0	0	0	0
<b>Total Funds Requested (b)</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Net Funds Requested (a-b)</b>	2,500	2,500	2,500	2,500	2,500	2,500
<b>Ongoing Operational Savings</b>	0	0	0	0	0	0
• Labour	0	0	0	0	0	0
• Contractors/materials	0	0	0	0	0	0
<b>Potential on-going Savings</b>	0	0	0	0	0	0

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

*Suzanne Kennedy*

\_\_\_\_\_  
Suzanne Kennedy  
Manager Library Services & Lifelong Learning

\_\_\_\_\_  
19 February 2021  
(Date)

Supported by

\_\_\_\_\_  
Mario Barone  
Chief Executive Officer

\_\_\_\_\_  
(Date)

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

- APPROVED FOR CONSIDERATION BY THE COUNCIL
- NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021/2022

TYPE OF FUNDING REQUEST:	<input checked="" type="checkbox"/> MINOR <input type="checkbox"/> MAJOR
PROJECT NAME:	2021 Community Survey
RESPONSIBLE GENERAL MANAGER:	Chief Executive Officer
PROJECT OWNER:	Manager, Economic Development & Strategic Projects
PROJECT MANAGER:	Strategic Planner

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The Council commissions a survey of the community every two years, in order to continue to measure community well-being and the level of community satisfaction with Council services and facilities. The data collected also measures the Council's progress on achieving a number of the *CityPlan 2030* Targets.

The objective of this Project is to conduct the sixth Community Survey, which will obtain data to inform the planning and development of Council programs, projects and services, and is therefore fundamental to achieving all of the Objectives contained in *CityPlan 2030* in the pursuit of Community Well-being.

Since 2009, the Community Surveys have been undertaken by an external market research company, and have required a statistically valid sample of the community, equating to approximately 400 residents and approximately 200 business operators or owners. Previously this has been undertaken by face-to-face interviews of residents, and the phone interviews with business operators or owners and online options.

However through the 2019 Community Survey, there was significant difficulty in gaining sufficient participation from the business operators / owners as many said that they were 'too busy' or not interested in participating in a phone survey. Accordingly, both the market research company and Council staff contacted businesses to provide them with a link to an online survey, which resulted in 130 of the 203 business surveys being completed online, suggesting that this was a more successful method of delivering the survey. Additionally, residents who were not home when the market researchers were conducting face-to-face surveys were given the option to complete an online survey.

Accordingly for the 2021 Community Survey, it is proposed that the survey is conducted by a market research company in the following manner:

- face-to-face interviews with approximately 400 residents, and those not available are given the option to complete an online survey; and
- online interviews are emailed to approximately 200 business operators / owners with a follow-up phone call if not completed in a timely manner.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

Utilising a similar methodology to previous years, the following outputs of the project will be achieved:

- A Community Survey conducted by a suitably qualified and experienced market research company of a statistically valid sample of the community, comprised of approximately 400 residents and approximately 200 business operators / owners.
- The collection of data which measures the satisfaction and importance of Council's services and facilities, perceptions of community wellbeing and the progress towards meeting *CityPlan 2030* Targets.
- The preparation of a report on the results of the Survey which includes a comparison of the data with previous surveys.
- The collection of information for the Council's Annual Report on progress in achieving the various Targets contained in *CityPlan 2030*.
- Provision of data which helps to inform the review of *CityPlan 2030*, which is a legislative requirement every four (4) years.

In summary, the project will deliver the following outcomes:

- The ability to monitor and respond to trends and changes in satisfaction levels and perceptions over time, as well as specific issues of concern raised by respondents.
- A greater understanding among staff and Elected Members of the needs and expectations of the community to facilitate planning for best value future service provision.
- Increased transparency and accountability to the community, on progress in achieving *CityPlan 2030* Objectives and Targets.
- More informed decision-making regarding the planning and development of Council programs, projects and services.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

The project will assist in achieving all Outcomes of *CityPlan 2030*, and the overall goal of Community Well-being. The Project provides data which helps to inform the planning and development of all Council programs, projects and services and is therefore fundamental to achieving all of the Outcomes and Objectives contained within *CityPlan 2030*. The data collected from the survey is used to measure a number of targets under all four (4) of the *CityPlan 2030* Outcomes.

### Social Equity:

An inclusive, connected, accessible and friendly community.

**Metric.** The level of community satisfaction with safety during the day and night.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**Metric.** The level of community satisfaction with the access to services and facilities.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**Cultural Vitality:**

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

**Metric.** The level of community satisfaction with the nature of new development within the Council area.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**Metric.** The level of community satisfaction with cultural heritage programs provided by the Council.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

**Metric.** The level of community satisfaction with the Council's performance in attracting and supporting businesses.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**Metric.** The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**Environmental Sustainability:**

A leader in environmental sustainability.

**Metric.** The level of community satisfaction with the Council's response to climate change.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**Metric.** The level of community satisfaction with the Council's management and use of water.

- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.
- **Target:** Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

An engaged and committed workforce that is outcome focussed

The results of the Community Survey will assist Elected Members and Council staff in reviewing programs, projects and services to ensure that they are continuing to meet the needs of the community. The Community Survey results also enable both the Elected Members and staff to track the Council's progress over time, by comparing the results of the surveys, acting as a gauge for community sentiment towards the Council.

**Capability**

Enabling Organisational capability and capacity through "Our People"

The results of the Community Survey will enable Council staff to work more effectively by analysing the results and building greater understanding of the key issues faced by the community, and to focus the Council's service delivery towards this.

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### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

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As noted throughout, the results of the Community Survey assist the Council and administration to review the delivery of current programs, projects and services by analysing the results to determine those areas that the Council is delivering well, and those areas that could be improved in future.

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### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

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(not applicable)

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### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

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Delivering the project outcomes and objectives listed previously will enable Council administration to review the projects, programs and services we delivery, and possibly identify opportunities for innovation and improvement.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Through the Council report on the inaugural Community Survey conducted in 2009, it was proposed that the Survey be undertaken every two (2) years to monitor changes over time.

*CityPlan 2030* also commits the Council to measuring its performance on a regular basis. Should the Council not proceed with the sixth Community Survey, the Council will not be in a position to monitor its progress in respect to its performance in accordance with *CityPlan 2030*.

Finally, the value of the data collated as part of the previous five (5) surveys conducted in 2009, 2011, 2013, 2017 and 2019 diminishes if ongoing data is not obtained to enable the accurate measurement of the trends and community satisfaction with the programs, projects and services that the Council provides over time.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

The risk in not proceeding with the Community Survey project is that the Council will not be able to monitor its progress towards achieving the eight (8) targets contained within *CityPlan 2030*, and importantly, the Council will not be able to gain valuable data on the community's satisfaction with the programs, projects and services that the Council provides.

Using the Council's Risk Assessment Matrix, the risk of not proceeding with the project is considered to be 'High' with an estimated risk rating of 10.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

A key constraint to the delivery of the project is obtaining the minimum number of resident and business surveys to achieve a statistically valid sample of the community. In order to address this, it is proposed that the surveys with business operators and owners are undertaken online to increase the accessibility of the survey to this section of the community who are traditionally more difficult to contact due to time constraints. Respondents could also be offered the opportunity to conduct the survey via telephone if preferred.

The budget was previously set between \$20,000 and \$28,000, however, costs of undertaking this work have risen since the original budget was set in 2009, and the tendering consultants indicated that this budget was too low to deliver such a labour-intensive manner of conducting the surveys.

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

The Community Survey informs many other Council strategies and plans, and is used by most staff to review their delivery of current programs, projects and services. Without a regular Community Survey, it will not be possible to report on progress relating to ten (10) of the *CityPlan 2030* Indicators.

The Project will ensure that the requirements under the *Local Government Act 1999*, relating to performance measurement are met. Additionally, the Council has publicly promoted its commitment to performance measurement and reporting. It is also an accepted component of best practice planning and management in Local Government to undertake regular surveys of the local community.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No.

## RESOURCING IMPLICATIONS

### RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

The Strategic Planner will be responsible for the day-to-day management of the project, which will be overseen by the Manager, Economic Development & Strategic Projects. Various staff members will be involved in reviewing and refining the survey questions to ensure that the survey captures changing expectations, services and requirements.

The Community Survey is implemented every two years, in order to measure the achievement of *CityPlan 2030* Targets.

A market research company will be engaged to review the survey questions, conduct the interviews and prepare a report for the Council including a comparison of the results with the previous Community Surveys.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

A Project Reference Group will oversee the Community Survey project. The project group includes:

- General Manager, Governance & Community Affairs,
- Manager, Economic Development & Strategic Projects, and
- Strategic Planner.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

TABLE 1: BUDGET BREAKDOWN

	<i>Current Year \$</i>	<i>Year 1 \$</i>	<i>Year 2 \$</i>	<i>Year 3 \$</i>	<i>Year 4 \$</i>	<i>Year 5 \$</i>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	25,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	5,000					
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	30,000					
<b>Net Funds Requested (a-b)</b>						
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Sports Week

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Manager, Community Services

PROJECT MANAGER:

Coordinator, Youth Programs

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

This submission is to fund a Sports Week program incorporating a come and try focus. It is intended to provide a range sport options (basketball, netball, soccer, cricket) including some which may not be considered mainstream sports such as dodgeball, water polo, and bouldering (a form of rock climbing). Each activity will run a come and try for a group of young people with the intention to encourage on-going participation.

The program will facilitate connections between local young people and recreation groups and clubs which is an action set out in the Council's Youth Development Strategy 2019-2021.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The program aims to:

- create opportunities for young people to have positive life experiences with their peers and within their community;
- provides opportunities for physical recreation in an enjoyable and welcoming environment;
- promotes local sport and recreation opportunities;
- engage local young people to take part in a community event and develop connections with local places; and
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities.

The program will offer sport or recreation opportunities on a come and try basis to assist in determining if young people have an interest in pursuing these activities.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

#### Objective 1.1 Convenient and accessible services, information and facilities

##### Strategy: Maximise access to services, facilities, information and activities

Offering free access to sporting and recreation activities for young people. Those involved in the program will be asked to become part of the Council youth database to increase participants' access to information.

#### Objective 1.3 An engaged and participating community

##### Strategy: Recognise and use the skills, knowledge and resources of the community

The workshops provides opportunities for young people to explore what their local area has to offer. Where possible local sport and recreation organisations will be used to develop connections with young people and the community.

#### Objective 1.4 A strong, healthy, resilient and inclusive community

##### Strategy: Encourage and provide opportunities for lifelong learning

The workshops will provide an opportunity for young people to take part in a new experience with the possibility of exploring these interests further in future.

#### Cultural Vitality:

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

Not Applicable

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

#### Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

## RELATIONSHIP TO ORGAINSATONALSTRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

#### Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

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**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Not Applicable

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

Not Applicable

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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Not Applicable

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**ADDITIONAL CONSIDERATIONS**

**RISK MANAGEMENT**

- *What are the risks associated with the current situation to the Council and or the Community?*

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*

An unlikely, minor reputational risk

- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

As a public activity with small gatherings the program may be affected by further COVID restrictions.

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**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 1: Young people are connected, included and welcome in the life of the community

Action - Tailor a range of Council programs and activities to young people aged 14 to 17 years to maximise participation.

The free come and try's provided as part of Sport Week will encourage young people to take part.in differing sport and recreation opportunities to encourage ongoing participation.

Objective 2: Young people are active and healthy

Action - Support community and local service providers to deliver activities that enhance well-being and mental health in young people.

- Facilitate connection of young people to local sport and recreation opportunities.

Sport week will provide the opportunity to promote local sport and recreation groups as well as encouraging young people to sign up with local organisations on an ongoing basis.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No

## RESOURCING IMPLICATIONS

### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Coordinator, Youth Programs  
Manager, Community Services  
Communications Team

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	6,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$6,000</b>					

<b>Net Funds Requested (a-b)</b>	
<b>Ongoing Operational Savings</b>	
• Labour	
• Contractors/materials	
<b>Potential on-going Savings</b>	

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick  
Co-ordinator Youth Programs

18 February 2021 \_\_\_\_\_  
(Date)

Supported by

\_\_\_\_\_  
(Insert name & title of relevant General Manager)

\_\_\_\_\_  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Youth Community Cooking

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Manager, Community Services

PROJECT MANAGER:

Coordinator, Youth Programs

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Youth Development Strategy identified the need to connect young people to work experience, expand learning opportunities and career pathways. This submission seeks to provide these through the creation of a Community Cooking Course.

The program aims to provide young people with cooking skills, social interaction and a sense of community. Meals will be provided to those in need through the already established food drive with a not-for-profit community group. The chosen community group (Uniting Communities at Clayton Wesley Uniting Church) has a chef and industrial kitchen on site.

The program aims to:

- provide opportunities for skill development that enhance both educational and professional prospects for young people;
- engage local young people in a range of workshops that promote inclusiveness, harmony and well-being;
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities; and
- create opportunities for young people to have positive life experiences with their peers and within their community.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The Community Cooking program will involve eight (8) high school students cooking numerous meals (approximately 40 meals) once (1) a week for five (5) weeks with a local community group. This will take place outside of school hours.

It is proposed to hold the program twice (2) per financial year to provide opportunities to a maximum of 16 participants.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

#### Objective 1.3 An engaged and participating community

##### Strategy: Promote and facilitate volunteering opportunities in the community and within the Council.

In the Community Cooking program young people will be dedicating their time to assist their community.

##### Strategy: Recognise and use the skills, knowledge and resources of the community

The programs provide opportunities for young people to explore what their local area has to offer. Where possible local organisations will be used to develop connections with young people and the community.

#### Objective 1.4 A strong, healthy, resilient and inclusive community

##### Strategy: Encourage and provide opportunities for lifelong learning

The program will provide an opportunity for young people to learn and develop skills that will assist in their future paths.

#### Cultural Vitality:

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

Not Applicable

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

#### Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

#### Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

Not Applicable

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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Not Applicable

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**ADDITIONAL CONSIDERATIONS**

**RISK MANAGEMENT**

- *What are the risks associated with the current situation to the Council and or the Community?*

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*

An unlikely, minor reputational risk

- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

As a public activity with small gatherings the program may be affected by further COVID restrictions.

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**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 1: Young people are connected, included and welcome in the life of the community

Action - Tailor a range of Council programs and activities to young people aged 14 to 17 years to maximise participation.

The program is designed for young people between 14 to 17 years with the intention to develop skills.

Objective 3: Young people have resilient futures

Action - facilitate connections between local schools and service providers to support the aspirations of young people to volunteering opportunities or work experience with local community groups or organisations

The program will assist young people with skill development and connections to local providers and community groups.

Action - facilitate community participation by connecting young people to volunteering opportunities or work experience with local community groups or organisations.

The Community Cooking program will encourage young people to volunteer and assist their local community with free cooked meals.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No

## RESOURCING IMPLICATIONS

### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Coordinator, Youth Programs  
Manager, Community Services

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$4,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$1,000					
<b>Total Funds Requested (b)</b>	<b>\$5,000</b>					
<b>Net Funds Requested (a-b)</b>						
<b>Ongoing Operational Savings</b>						
• Labour						

• Contractors/materials	
Potential on-going Savings	

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick  
Co-ordinator Youth Programs

18 February 2021  
(Date)

Supported by

Lisa Mara  
General Manager Governance & Community  
Affairs

24/2/2021  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Youth Skill Development

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Manager, Community Services

PROJECT MANAGER:

Coordinator, Youth Programs

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Youth Development Strategy identified that young people were concerned about transitioning and finding meaningful work. It also recognised that young people want to be visible and heard within the community. The strategy identified the need to connect young people to work experience, expand learning opportunities and career pathways.

This submission seeks to create three (3) new Council youth programs focused on skill development and being able to apply for work. These programs include a Work Experience, Job Ready, and School Advisory program.

A trial work experience program is proposed to be held in August 2021. The program will involve departments across the Council and deliver a set program to a group of five (5) to ten (10) young people. Young people will get an overall view of the Council's role and responsibilities, the services, and job opportunities Local Government provides.

The Job Ready program will give young people essential skills to assist in their transition into work. This may include resume writing, interview skills or career planning.

The School Advisory program will involve the Coordinator, Youth Programs visiting local Schools and speaking with student leadership groups (i.e. Student Associations, Student representative Council) to collect feedback or future ideas for programming. This will provide students with the experience of being involved in consultations and developing ideas for programs. It is proposed the program will deliver ideas for activities based upon the feedback from students.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The program aims to:

- provide opportunities for skill development that enhance both educational and professional prospects for young people;
- engage local young people in a range of workshops that promote inclusiveness, harmony and well-being;
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities; and
- create opportunities for young people to have positive life experiences with their peers and within their community.

This project will deliver 3 new youth programs focused on skill development and engaging approximately 30-50 young people.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

#### Objective 1.3 An engaged and participating community

##### Strategy: Promote and facilitate volunteering opportunities in the community and within the Council.

In the School Advisory program young people will be dedicating their time to assist their community.

#### Objective 1.4 A strong, healthy, resilient and inclusive community

##### Strategy: Encourage and provide opportunities for lifelong learning

The programs will provide an opportunity for young people to learn and develop skills that will assist in their future paths.

#### Cultural Vitality:

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

Not Applicable

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

#### Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

## RELATIONSHIP TO ORGAINSATONALSTRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

#### Capability

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Not Applicable

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**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Not Applicable

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

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Not Applicable

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**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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Not Applicable

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**ADDITIONAL CONSIDERATIONS**

**RISK MANAGEMENT**

- ***What are the risks associated with the current situation to the Council and or the Community?***

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

An unlikely, minor reputational risk

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

As a public activity with small gatherings the program may be affected by further COVID restrictions.

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**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 1: Young people are connected, included and welcome in the life of the community

Action - Tailor a range of Council programs and activities to young people aged 14 to 17 years to maximise participation.

All three (3) programs are designed for young people between 14 to 17 years with the intention to develop essential skills.

Objective 3: Young people have resilient futures

Action - facilitate connections between local schools and service providers to support the aspirations of young people to volunteering opportunities or work experience with local community groups or organisations

All three (3) programs will assist young people with skill development and connections to local providers and community groups.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No

## RESOURCING IMPLICATIONS

### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Coordinator, Youth Programs

Manager, Community Services

A staff member from each of the Council departments (work experience program)

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$7,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$1,000					
<b>Total Funds Requested (b)</b>	<b>\$8,000</b>					

<b>Net Funds Requested (a-b)</b>	
<b>Ongoing Operational Savings</b>	
• Labour	
• Contractors/materials	
<b>Potential on-going Savings</b>	

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick  
Co-ordinator Youth Programs

18 February 2021 \_\_\_\_\_  
(Date)

Supported by

Lisa Mara  
General Manager Governance & Community  
Affairs

\_\_\_\_\_  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Wheel Park

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Manager, Community Services

PROJECT MANAGER:

Coordinator, Youth Programs

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In January 2021 a 'Pop-up Wheel Park' was held at Fogolar Furlan for young people. 'Learn to Ride' and bike related workshops were also held. The space was open for a ten (10) day period for young people to ride in a large, safe, and open space. Whilst the Wheel Park was open to all ages, it was specifically aimed at young people aged 5 – 12 years of age. Approximately 200 young people attended the Pop-up Wheel Park.

This project aims to host the Wheel Park Events three (3) times per year during the January, April and October school holiday periods. Each event will have workshops for young people to participate in as well as have the opportunity to practice their riding skills on a flat, sealed surface.

The 'Wheel Park' will focus on workshops and skill development as well as a safe, open space for recreational purposes. There is also an opportunity for other projects to take place such as 'Bicycle Maintenance Courses' during this period

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The project aims to:

- create opportunities for young people to have positive life experiences with their peers and within their community;
- provides opportunities for physical recreation in an enjoyable environment;
- provides unstructured recreation opportunities;
- activate local spaces and develops connections with young people and local places; and
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities.

Three (3) Wheel Park events will be held during the school holiday periods. Each event will deliver approximately four (4) bike related workshops to young participants. A total of approximately 12 workshops will be delivered across the three (3) events.

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**RELATIONSHIP TO CITYPLAN 2030**


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**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

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**Social Equity:**

A connected, accessible and pedestrian friendly community.

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**Objective 1.1 Convenient and accessible services, information and facilities**
**Strategy: Maximise access to services, facilities, information and activities**

Those involved in the program will be asked to become part of the Council youth database to increase participants' access to information.

**Objective 1.4 A strong, healthy, resilient and inclusive community**
**Strategy: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being**

Offering free access to unstructured recreation activities for young people.

**Strategy: Encourage and provide opportunities for lifelong learning**

The workshops will provide an opportunity for young people to learn and practice their riding skills to develop a love of cycling from a young age.

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**Cultural Vitality:**

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

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Not Applicable

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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Not Applicable

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**Environmental Sustainability:**

A leader in environmental sustainability.

---

Not Applicable

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**


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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

Not Applicable

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---

Not Applicable

---

#### **Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Not Applicable

---

#### **Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

Not Applicable

---

#### **Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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Not Applicable

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## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

There are no risks to the Community if the program does not proceed.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*

Not Applicable

- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

As a public activity with small gatherings the program may be affected by further COVID restrictions.

---

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 2: Young people are active and healthy

Action - Increase opportunities for unstructured physical activity and play for young people aged 10 to 18 years.

Wheel parks will give young people more options for unstructured recreational opportunities.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No

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### RESOURCING IMPLICATIONS

## RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Coordinator, Youth Programs  
 Manager, Community Services  
 Manager, Traffic and Integrated Transport  
 Communications Team  
 Events team

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$17,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$3,000					
<b>Total Funds Requested (b)</b>	<b>\$20,000</b>					
<b>Net Funds Requested (a-b)</b>						
<b>Ongoing Operational Savings</b>						
• Labour						

• Contractors/materials	
Potential on-going Savings	

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick  
Co-ordinator Youth Program

18 February 2021

Supported by

\_\_\_\_\_  
(Insert name & title of relevant General Manager)

\_\_\_\_\_  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR: 2021-22

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Eastside Business Awards

RESPONSIBLE GENERAL  
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Economic Development Coordinator

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In November 2017, the Council endorsed a proposal from News Corp Australia regarding the opportunity to host a Citywide Business Awards Program for businesses trading in the City of Norwood Payneham & St Peters. The Council partnered with News Corp Australia for three (3) consecutive years, and then partnered with Solstice Media (InDaily, SA Life and CityMag) to deliver the 2021 program. This decision was determined as a result of the Messenger print publication ceasing operation in mid-2020, which largely affected the ability to promote the program and to the same extent that it had in previous years.

The Eastside Business Awards program is for businesses trading within the City of Norwood Payneham & St Peters. The aim of the awards is to recognise the best small businesses – retailers, restaurants, cafes, bars, venues and boutiques within the City of Norwood Payneham & St Peters.

The awards encourage businesses and the public to vote for their favourite business in one or all of the relevant categories, which have been designed to reflect the City's mix of offerings.

The 2020 Eastside Business Awards program was deemed a success considering the impacts of the COVID-19 Pandemic, with a total of 305 local businesses receiving a share of over 6,800 public votes. Thirty-six (36) individual businesses were shortlisted as finalists across twelve (12) categories.

As outlined above, the Council partnered with Solstice Media in 2021 and was able to deliver the program within the budget of \$37,000 that the Council endorsed as a part of the 2020-2021 Budget. This includes \$30,000 to cover the cost of the sponsorship package with Solstice Media, printed marketing collateral and distribution, as well as advertising costs through the Council-owned social media platforms. The remaining \$7,000 is allocated to cover the costs associated with hosting the Awards Ceremony where the winners will be announced amongst over one-hundred (100) fellow businesses, Elected Members and Solstice Media Staff. It is proposed that the Awards Ceremony be held at the St Peters Banquet Hall again in 2022.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The deliverables, which will be jointly managed and delivered by Solstice Media and the Council include:

- the development of a creative concept for the Awards;
- a comprehensive marketing campaign across the Solstice Media brands (InDaily, SA Life, CityMag) brands in both print and digital format;
- digital posters, flyers and any livery, which will be organised through the Council's Economic Development Unit and Communications Teams;
- the website, which will be managed through Solstice Media;
- the creative development of awards for the winning businesses;
- monitoring and facilitation of the nomination/voting processes;
- editorial leading up to the 'Business Awards Program' (calling for votes). All stories to include both the Awards logo and the Council logo;
- editorial support for the Awards carrying the City of Norwood Payneham & St Peters logo;
- joint City of Norwood Payneham & St Peters and Solstice Media judging process; and
- 'in partnership with the City of Norwood Payneham & St Peters' in logo format included on all collateral relating to the 'Business Awards Program'.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

- **Objective 1.3 An engaged and participating community.**
  - *Strategy 1.3.3 Recognise and use the skills, knowledge and resources of the community.*

The proposed awards will help to acknowledge outstanding local businesses and their people who go above and beyond to provide an exceptional customer service experience. The Eastside Business Awards are a great way for businesses to promote what they do well, through the eyes of their customers and enable them to assess themselves against their competitors.

#### Cultural Vitality:

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

Being recognised is a powerful symbol of recognition. Having the Council participate in this process is a demonstration that the Council values the contribution that businesses make to the community and its overall well-being. The awards will also put a magnifying glass on the mix of businesses within the City of Norwood Payneham & St Peters.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

- **Objective 3.1 A diverse range of businesses and services.**
  - Strategy 1.1.3 Support and encourage small, specialty, independent and family-owned businesses.
- **Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.**
  - Strategy 3.2.3 Promote the City as a tourist destination.
- **Objective 3.5 A local economy supporting and supported by its community.**
  - Strategy 3.5.1 Support opportunities for people to collaborate and interact in business precincts.
  - Strategy 3.5.4 Support opportunities for the community to access locally produced food and beverage products.

**Environmental Sustainability:**

A leader in environmental sustainability.

Not applicable.

## RELATIONSHIP TO ECONOMIC DEVELOPMENT STRATEGY 2021-2026

### How will the deliverables of the project contribute to the Council's Economic Development Strategy 2021-2026?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Economic Development Strategy 2021-2026.

- **Dynamic & Diverse City: Support the growth and viability of the City's business sectors based on their competitive strength and strategic priority.**
  - Strategy 1.1 Focus on the support and growth of the City's priority sectors
- **Destination City: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.**
  - Strategy 2.2 Support the City's vibrant mainstreet precincts
  - Strategy 2.4 Work with local business operators to strengthen the viability of precincts and enhance the customer experience.
- **Innovative City: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.**
  - Strategy 3.2 Recognise businesses and business sectors that make a significant contribution to the City.

Of the four (4) overarching key themes in the Citywide Economic Development Strategy, this project will contribute to achieving three (3) of them, all of which have been outlined above. Specifically Action 3.2.1, which is to *conduct an Annual Business Awards program that gives customers, business owners and employees the chance to recognise and celebrate their favourite City business* will be accomplished.

In this competitive environment, particularly after the effects of the COVID-19 Pandemic, any form of marketing and promotion is welcomed by businesses. Whilst winning an award in any category would be the ultimate goal for most businesses, the value of being named as a finalist can improve brand awareness and provide new customers with a better understanding of particular businesses.

Being selected as a finalist for an award is like a third party endorsement of the services or products that a business offers. Being named a winner is like a seal of approval, and is a sign of quality and excellence. However, from a business perspective, just being nominated provides an opportunity for the business to look at its business from a different perspective, evaluate its offering and determine what it is that it does best.

In addition, the amount of promotion associated with the initiative through Solstice Media's platforms, particularly the coverage during the busiest time of the year – Adelaide Fringe Festival, is invaluable. It also helps to put the City of Norwood Payneham & St Peters and its businesses "on the map" for both the local community and tourists.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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#### **Culture & change**

An engaged and committed workforce that is outcome focussed

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Not Applicable.

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#### **Capability**

Enabling Organisational capability and capacity through "Our People"

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Not Applicable.

---

#### **Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Not Applicable.

---

#### **Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

Not Applicable.

---

#### **Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

Not Applicable.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

There is no direct risk to the Council of not participating in the initiative, however given the current state of the economy and the difficulties that many small businesses are currently facing, particularly in the retail sector, any support and recognition that the Council can provide to small business, is crucial. Also given that this initiative has been successfully delivered over the past three (3), there is an expectation from the City's businesses that it will continue to be delivered by the Council.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

The Eastside Business Awards offer the opportunity to promote and celebrate all businesses within the Council area, not just those who are located within one of the four designated precincts.

Having committed to the Eastside Business Awards since 2018, and due to the success and positive feedback of the Initiative, there may be a risk that businesses will question the Council if it is decided to not invest in the 2022 program.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

If the Council does not allocate the budget, it will not be able to deliver the initiative.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

The implementation of the 'Business Awards Program' will be undertaken by the Council's Economic Development Coordinator and managed by the Manager, Economic Development & Strategic Projects in collaboration with Solstice Media. Input and involvement from other Council staff and/or external contractors will be sought as required.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

The Awards Ceremony will be managed by the Council's Economic Development Coordinator and Event Coordinators.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$30,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$7,000					
<b>Total Funds Requested (b)</b>	\$37,000					
<b>Net Funds Requested (a-b)</b>						
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

Stacey Evreniadis  
**ECONOMIC DEVELOPMENT COORDINATOR**

22.02.21

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Keke Michalos  
**MANAGER. ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS**

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

Mario Barone  
 Chief Executive Officer

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Raising The Bar Adelaide

RESPONSIBLE GENERAL  
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Economic Development Coordinator

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

Raising the Bar Adelaide is aimed at making education a part of the City's popular culture by simply mixing learning and debate into a fun-night out.

Three (3) years in a row, the *Raising the Bar Adelaide* event provided an opportunity to showcase the diverse pub and bar scene within the City of Norwood Payneham & St Peters, raise the awareness of the City's night time and winter offerings, whilst creating a one of a kind, knowledge driven event.

Through the transformation of ten (10) of the City's pubs and bars into a learning campus for one night, the Council is able to successfully raise the bar on the content people are able to consume in their everyday lives. Prior to the COVID-19 Pandemic, the Council Staff organised twenty (20) talks in one night; across ten (10) different venues throughout the City of Norwood Payneham & St Peters.

In 2020, due to the COVID-19 restrictions this model had to be modified and for the first time, the Council live streamed all ten (10) talks at the same time, to the host venue's Facebook pages as well as one (1) on The Parade and one (1) on The Eastside Wine & Ale Trail Facebook pages. This allowed people that unfortunately missed out on tickets, to view the event live online, as well as give people the opportunity to view all events at a later date.

The final number of recorded attendees at the event, across the ten (10) talks was over 500 people, recognising that venue capacities were reduced due to COVID restrictions. Through the registration process the Council was able to capture details of attendees, taking the Raising the Bar database to over 1,700 contacts. These contacts agreed to receive future promotion from the Council. Council staff will use this information in an appropriate and effective way to promote future events.

In order to deliver this initiative in 2021-22, the Council will need to allocate \$35,000. This amount will cover the cost of the license fee with *Raising the Bar*, with the remainder of the budget covering the costs associated with the marketing collateral, advertising and promotions of the event and the cost to staff the venues.

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**PROJECT DELIVERABLES**


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- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The City of Norwood Payneham & St Peters is passionate about the power of education and new ideas to change communities and the world. *Raising the Bar Adelaide* provides the Council the opportunity to connect and engage with the universities, and to play a major role in moving learning out of the classroom into spaces where people already gather. The event encourages people to move out of the comfort of their homes at a time of the year, and on a night of the week when they would otherwise stay home.

The deliverables for this initiative include but are not limited to:

- partnering with venues across the City and liaising with venue managers ahead of, during and after the event to deliver the initiative;
- matching speakers that have complementary topics and allocating them to appropriate venues;
- the development of a comprehensive marketing campaign across the Council and precinct online channels and in print publications;
- liaising with the Raising the Bar staff on the website development, including providing all imagery and content; and
- liaising with Raising the Bar staff on all marketing and communication activity to ensure cohesive and consistent messaging;

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**RELATIONSHIP TO CITYPLAN 2030**


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**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

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**Social Equity:**

An inclusive, connected, accessible and friendly community.

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**Objective 1.3 An engaged and participating community.**

- *Strategy 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.*
- *Strategy 1.3.3 Recognise and use the skills, knowledge and resources of the community.*

**Objective 1.4 A strong, healthy, resilient and inclusive community**

- *Strategy 1.4.2 Encourage and provide opportunities for lifelong learning.*
- *Strategy 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.*

The Council strives to deliver events that have a strong social presence, encouraging the community to be engaged and connected. The Raising the Bar events have proven to be a popular volunteering opportunity and positively challenged the leadership and skills of the Council's volunteers. In addition, the event generated a range of positive effects that include the reinforcing of collective ideas; encouraging alternate environments for learning; promoting wellbeing and increasing civic pride.

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**Cultural Vitality:**

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

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The City of Norwood Payneham & St Peters has a strong 'sense of place' and belonging, created by the City's history and culture. Supporting and encouraging greater creativity, contributes to the City's future ideas, with direct benefit to the community.

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The education sector has the ability to significantly impact on culture. It spreads different ideas among masses, teaches a person to think in a different way than they might have before, and gives them access to the sciences, arts, politics and entrepreneurial ideas and events of the time. The past four (4) *Raising the Bar* events have achieved this, and by doing so, provided the community with the setting to debate ideas in an open forum.

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#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

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- **Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.**
  - *Strategy 3.2.3 Promote the City as a tourist destination.*
- **Objective 3.5 A local economy supporting and supported by its community.**
  - *Strategy 3.5.1 Support opportunities for people to collaborate and interact in business precincts.*
  - *Strategy 3.5.5 Encourage community support for and promote awareness of all businesses in our City.*

*Raising the Bar Adelaide* achieves several objectives and strategies outlined in the fourth pillar of the Council Strategic Management Plan of 'a dynamic and thriving centre for businesses and services'.

In this competitive business environment, any form of promotion or marketing is welcomed by businesses, and particularly in this instance where an initiative with a growing brand is again being presented. With several of the venues located on or adjacent to The Parade and Magill Road, it provides opportunity for additional promotion through the precincts' marketing channels. The strong social media following contributed to the prosperity of the event and the City.

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#### **Environmental Sustainability:**

A leader in environmental sustainability.

---

Not applicable.

## **RELATIONSHIP TO ORGANISATIONAL STRATEGY**

### **How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

#### **Culture & change**

An engaged and committed workforce that is outcome focussed

---

Not Applicable.

---

#### **Capability**

Enabling Organisational capability and capacity through "Our People"

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Not Applicable.

---

#### **Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

---

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

---

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

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## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There is no extreme risk to the Council and or the community in the delivery of this initiative. The 2018 event, two (2) 2019 events, and 2020 event provided the local pubs and bars a promotional opportunity during the winter months and due to their success, they are keen to be involved for a fourth year.

Although there is no extreme risk, if the Council decides not to support this initiative in 2021-22, there is the chance that one of the States three (3) universities will take up the opportunity, alternatively another Council within South Australia will sign the license to deliver the event.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

As above, the community was very supportive of this initiative, this was displayed through their attendance and feedback after the event. If the Council decides not to proceed, the Council's reputation will be at risk.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

If the Council does not allocate the budget, it will not be able to deliver or give the event justice, given the resources that need to be invested to deliver a successful event.

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### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

**RESOURCING IMPLICATIONS****RESOURCES**

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

- Manager, Economic Development & Strategic Projects
- Economic Development Coordinator
- Economic Development & Strategic Projects Officer
- Events Coordinators (x2)
- The Council Staff and Volunteers for the event night

**FUNDING REQUEST****FUNDING IMPLICATIONS****BUDGET ESTIMATE:***(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs	\$5,000					
• Design Costs						
• Construction Costs						
• Contracted Services	\$12,000					
• Legal Expenses						
• Equipment Purchases	\$5,000					
• Consultation Costs						
• Other Operational Delivery Costs	\$13,000					
<b>Total Funds Requested (b)</b>						

<b>Net Funds Requested (a-b)</b>	\$35,000
<b>Ongoing Operational Savings</b>	
• Labour	
• Contractors/materials	
<b>Potential on-going Savings</b>	

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

Stacey Evreniadis  
**ECONOMIC DEVELOPMENT COORDINATOR**

22.02.21

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Keke Michalos  
**MANAGER. ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS**

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

Mario Barone

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

St Peters Street Upgrade

RESPONSIBLE GENERAL  
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Project Manager, Urban Design & Special Projects

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

St Peters Street was originally established on either side of the original alignment of Second Creek. Over time, the creek was concrete lined as an open drain and then altered to a closed culvert, with a central median established above it. The history of these staged engineering transformations has resulted in the current form of St Peters Street, typified by a central median, wide roadways incorporating on-street parking and footpaths that are impacted by stobie poles, lighting and driveway/laneway crossovers. The existing street is not well shaded, the median and verge landscape is tired in its appearance and does not encourage movement between the River Torrens and the St Peters Precinct.

The St Peters Precinct has been progressively upgraded by the Council over the last 10 years, to provide greater services, amenity and accessibility between major focal points such as The Avenues Shopping Centre, Linde Reserve-Dunstone Grove, the St Peters Library, the St Peters Town Hall Complex and the Cultural Heritage Centre, local childcare centres, community services and civic settings.

The Project includes improvements to St Peters Street, extending from Second Lane (adjacent to Otto Reserve) through to Eighth Avenue, which is approximately 750 metres in length. It includes the carriageway, footpath and the central median. The Project also includes a proposed viewing deck overlooking the St Peters Billabong and other minor works in the reserves adjacent to Eighth Avenue.

From an asset perspective St Peters Street and in particular the carriageway and the footpaths need to be upgraded as part of the normal asset renewal program. The median and verge landscape is tired in its appearance and does not encourage movement between the River Torrens and the St Peters Precinct.

Once completed the Project will deliver new infrastructure and improve the amenity and accessibility for pedestrians and cyclists of all ages and abilities moving along St Peters Street through the introduction of wider footpaths (increasing from 1.8m to 2.7m), landscaped verges and increased street tree planting. It will also maintain slow local traffic speeds and on-street car parking with a reduction in the overall paved road width from 7.2m to 6.3m, and improve the safety and accessibility of each intersection for pedestrians of all ages and abilities through the introduction of DDA compliant crossings at the intersections and cyclists through the introduction of radial (rather than tangential) roundabouts.

In addition to improving the carriageway and footpaths, this Project provides a unique opportunity to deliver measurable environmental, water quality and flood protection benefits through the use of indigenous plantings which provide food and habitat for native animals and Water Sensitive Urban Design (WSUD). In particular this project will focus on improving local stormwater management with new *rain-gardens* integrated at street corners as well as seasonal stormwater detention at Cliff Goodwin Reserve adjacent to Eighth Avenue to

better prevent scouring of the St Peters Billabong cliffs due to stormwater overflow.

The delivery of the St Peters Street Upgrade will reinforce St Peters Street as a strategic route and will provide greater identification, activation and connection to the River Torrens Linear Park, through the streetscape design, creating a well-defined "sense of place".

The proposed enhancements to St Peters Street will encourage more people to use this strategic corridor as a connection both across and within the Precinct, as well as improving the connection to key places of recreation and community life, such as the River Torrens Linear Park and Linde Reserve. It is anticipated that the local community will welcome the improvements to the streetscape proposed in the Concept Plan, as it will result in significant enhancements to this strategic route.

Landskap has been engaged by the Council to develop the detail design and construction documentation ready for construction.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The project aims to:

- improve the amenity and accessibility for pedestrians and cyclists of all ages and abilities moving along St Peters Street through the introduction of wider footpaths (increasing from 1.8m to 2.7m), landscaped verges and increased street tree planting;
- maintain slow local traffic speeds and on-street car parking with a reduction in the overall paved road width from 7.2m to 6.3m;
- improve the safety and accessibility of each intersection for pedestrians of all ages and abilities through the introduction of DDA compliant crossings at the intersections;
- revitalise and expand the existing central median, (positioned over the Second Creek Culvert), as a contemporary and attractive native landscaped corridor, bringing the character of the River Torrens into the neighbourhood and reflecting the alignment of Second Creek through the introduction of a meandering dry creek bed through the centre of the median;
- improve local stormwater management with new rain-gardens integrated at street corners as well as seasonal stormwater detention at Cliff Goodwin Reserve adjacent to Eighth Avenue to better manage localised flooding;
- improving the safety, accessibility and amenity of the Eighth Avenue / St Peters Street intersection with a redesigned junction including paving, pedestrian crossings and additional landscaping, new signage and additional planting (Eighth Avenue is an important commuter cycle route into the CBD and the junction redesign would create a slow point for drivers);
- improve the access and amenity of the open space adjacent to Eighth Avenue and the St Peters Billabong; and
- provide new pathways and wayfinding signage to provide the community with greater confidence to move between the River Torrens Linear Park / St Peters Billabong and St Peters Street.

The Project will deliver a redeveloped street extending from Second Lane (adjacent to Otto Reserve) through to Eighth Avenue, which is approximately 750 metres in length.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

#### Objective 1.2: A people-friendly, integrated and sustainable transport network.

- Strategy 1.2.1 Enable sustainable and active transport modes.
- Strategy 1.2.2 Provide safe and accessible movement for all people.

#### Objective 1.4: A strong, healthy, resilient and inclusive community.

- Strategy 1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
- Strategy 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.

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**Cultural Vitality:**

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

---

**Objective 2.4: Pleasant, well-designed and sustainable urban environments.**

- Strategy 2.4.2 Encourage sustainable and quality urban design outcomes.
- Strategy 2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.

The Kaurna people have a strong spiritual connection with the River Torrens and the old Second Creek alignment that runs through St Peters Street. The River Torrens Linear Park and St Peters Billabong define the western setting for St Peters Street. The St Peters Street Upgrade provides a unique opportunity to weave together the Aboriginal cultural history and identity associated with the River Torrens Linear Park / Karrawirra Parri, with the influence of European settlement and the commemoration of the Australian soldiers killed in action during the war (the Avenue of Honour), which has been established along St Peters Street, between Payneham Road and Second Avenue and create a unique sense of place that celebrates all of these unique elements.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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**Objective 3.5: A local economy supporting and supported by its community.**

The delivery of the St Peters Street Upgrade is unlikely to have significant external economic implications. However, by improving the presentation, amenity, accessibility and safety of the streetscape, the project will help to unify the wider St Peters Precinct through this strategic connection to key facilities in the Precinct. The upgrade of St Peters Street will improve connections to the River Torrens, St Peters Library, Dunstone Grove-Linde Reserve and The Avenues Shopping Centre, which will encourage the local community to visit these destinations resulting in positive economic impacts for local businesses.

---

**Environmental Sustainability:**

A leader in environmental sustainability.

---

**Objective 4.2: Sustainable streets and open spaces.**

- Strategy 4.2.1: Improve the amenity and safety of streets for all users, including reducing the impact of urban heat island effect.
- Strategy 4.2.2: Protect, enhance and expand public open space.
- Strategy 4.2.3 Establish a network of linked open spaces and wildlife habitat.
- Strategy 4.2.4: Protect, diversify and increase green cover.
- Strategy 4.2.5: Integrate green infrastructure into streetscapes and public spaces.

**Objective 5: Mitigating and adapting to the impacts of a changing climate.**

- Strategy 4.4.2: Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.

The Project will deliver a contemporary native boulevard design to establish a connection from the River Torrens Linear Park to the St Peters Precinct by enhancing the appearance and useability of the street to create a more walkable and safe environment.

Overall, the delivery of the St Peters Street Upgrade will result in positive outcomes for the local environment and will create a 'green link' between the River Torrens and Linde Reserve for both the local community and native fauna.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

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**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

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**Culture & change**

An engaged and committed workforce that is outcome focussed

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N/A

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**Capability**

Enabling Organisational capability and capacity through "Our People"

---

- Collaboration in the delivery is required between Economic Development & Strategic Projects and Urban Services.

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**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

N/A

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

N/A

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**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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N/A

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**ADDITIONAL CONSIDERATIONS**

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**RISK MANAGEMENT**

- *What are the risks associated with the current situation to the Council and or the Community?*

The existing street assets are in poor condition and there are minor safety issues (e.g. trip hazards). In addition there

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is an opportunity to address flooding issues in the broader St Peters area through this development.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

There are potential minor legal and reputational consequences. If the Council does not proceed, the assets will continue to deteriorate.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Coordination with the Drainage Works program for Second Creek catchment is important to ensure that the construction delivers the maximum benefits for the community.

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*St Peters Street Concept Plan, Asset Management Plan*

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

At the Meeting of Council held on 2 December 2019, the Council Resolved:

- *That the final draft St Peters Street Concept Plan, as contained in Attachment A, be endorsed.*
- *That the Chief Executive Officer be authorised to make any minor amendments to the draft Concept Plan resulting from the consideration of this report.*
- *That all participants in the community consultation and engagement process who made submissions on the draft Concept Plan be informed and advised of the Council's decision.*
- *The Council notes that a Project Definition will now be prepared for consideration by the Council as part of the 2020-2021 budget.*

As part of the 2020-2021 budget the Council endorsed the Detail Design and Documentation Stage of the Project, which is currently being delivered.

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

Council staff from Economic Development and Strategic Projects and City Assets will manage the construction of the project. The proposed project team members are:

- Project Manager, Urban Design & Special Projects
- Project Manager, City Projects
- Project Manager, Assets

- Project Manager, Civil

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding	\$1,270,347					
• User Charges						
• Other						
<b>Total External Funding (a)</b>	<b>\$1,270,347</b>					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$1,750,000	\$1,250,000				
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$1,750,000</b>	<b>\$1,250,000</b>				
<b>Net Funds Requested (a-b)</b>	<b>\$479,653</b>	<b>\$1,250,000</b>				
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**Note:** It has been identified that approximately \$1.5 million in total from the 2021/2022 and 2022/2023 City Infrastructure Asset Renewal Programme will be used to deliver this Project, bringing the total cost of the Project to \$4.5 million. An amount of \$720,000 will be allocated in 20221/2022 and \$780,000 in 2022/2023.

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Year 1 Implementation of Citywide Cycling Plan 2021-2026

RESPONSIBLE GENERAL  
MANAGER:

GM Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

*Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's *Citywide Cycling Action Plan* was updated in 2021 with a list of priority actions to implement high priority cycling projects between 2021 and 2026.

The actions are rated highest priority because they:

- complete cycling routes that are only partially completed;
- address critical safety issues and gaps in the cycling network;
- can be integrated into works undertaken by the City Assets program; and
- encourage and promote more people to cycle more often.

The funding is requested to address a gap in the Marden Bikeway, promote the cycling network and undertake promotion to encourage more people to cycle more often. Other priority cycling projects have been integrated into existing infrastructure upgrade projects and do not form part of this funding submission, but are discussed below for context.

### PROJECT DELIVERABLES

This funding submission seeks the allocation of funds for the following projects.

#### 1. Marden Bikeway – Crossing connection at Lower Portrush Road

This connection will address a gap in the Marden Bikeway network between Beasley Street and the off-road path through the Marden Senior College. The footpath on Beasley Street is very narrow but is located in a wide verge. This project adds a cyclist ramp footpath connection on Beasley street and widens a section of path along the verge. This will enable safe access to the existing signalised pedestrian crossing on Lower Portrush Road and include sharrow pavement marking and wayfinding signage to raise awareness of this popular cycling route.

#### 2. Cyclist education and promotion

This project aims to raise awareness of the Council's cycling network and encourage sustainable transport.

*Citywide Cycling Map:* A citywide cycling map for website download and hard copy distribution at Council facilities and other relevant locations (such as bike shops). This map would illustrate the on-road cycling network and Linear Park; and include places of interest such as cafés, shopping, entertainment, bike

shops, public art, parks, picnic spots and public toilets. It will also identify connections to other trails such as the Wine & Ale Trail, Op Shop trail and Food Secrets.

***Ride to Work Day:*** Promotional material to encourage people to join Australia's biggest celebration of commuter riding. Targeted to people who reside in the Council area and work elsewhere, as well as to people who live elsewhere but commute to the City of Norwood Payneham & St Peters for employment. (Note that the Manager, Traffic and Integrated Transport will work with the Council's Youth Coordinator who will be promoting *Ride To School Day*).

***Bicycle Maintenance Courses:*** Promotion and hosting of two (2) Bicycle maintenance courses for adults. These could be run by a local bike shop or Bike SA and coordinate with an existing event such as 'Wheel Park', Tour Down Under Street Party; or similar.

***Bicycle Parking:*** The cycling plan identified that approximately fifteen (15) bicycle rails should be installed each year for the next five (5) years. These will be installed at key cyclist destinations where a lack of bike parking has been identified.

### Additional information

There are several other high priority projects identified in the Cycling Action Plan that have been integrated into existing infrastructure upgrade projects and will be designed during the 2021/2022 financial year. These projects do not require additional funding but are listed below to provide context on the proposed progress of the cycling plan implementation in 2021-2022.

#### 1. **Ninth Avenue Bikeway - design connection from Ninth Avenue to Hackney Road.**

The Ninth Avenue Bikeway is well-utilised by cyclists egressing the River Torrens Shared path at Battams Road to avoid the meandering river section, but does not continue west of Stephen Terrace. The connection from Stephen Terrace to Hackney Road will complete this route and will also integrate with other funded projects as follows:

- The St Peters Street Upgrade will incorporate the Ninth Avenue Bikeway at the junction of Eighth Avenue and St Peters Street.
- The proposed Stephen Terrace cyclist refuge by the Department for Infrastructure and Transport, planned for installation in 2021.

#### 2. **The St Morris Bikeway – design of cycling facilities and traffic calming**

The St Morris Bikeway, a state strategic bicycle route traverses through residential streets in Stepney, Maylands, Trinity Gardens and St Morris and provides local community access to the Trinity Gardens Primary School, St Peters Library and Linde Reserve. The development of this bikeway has been integrated with the Trinity Valley Drain Project (City Assets) which is currently undergoing concept design.

#### 3. **William Street Bikeway – design of median crossing at Osmond Terrace and roundabout upgrade**

William Street offers a low-traffic parallel alternative to The Parade, on the south side of The Parade. The cycle path in the median island at Osmond Terrace is narrow and in poor condition and requires an upgrade. In addition, the roundabouts require upgrade to address the cyclist blackspots. This project is planned for design in 2021/2022 as part of the Civil Works Program that includes renewal of William Street from Shipsters Road to Dequetteville Terrace.

In addition to the projects listed above, other minor cycling projects (such as pavement marking and signage, cyclist data collection, and ongoing liaison with the Department for Infrastructure & Transport) will be undertaken and funded from the Traffic Administration budget.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

By improving cyclist connections and road safety, this project will help achieve a connected and accessible pedestrian friendly community. The projects will improve safety and amenity for pedestrians as well as cyclists facilitating a pedestrian friendly community by reducing reliance on cars and car-related traffic and parking impacts.

**Cultural Vitality:**

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

The Norwood Cycling Club is the oldest cycling club in the Southern Hemisphere. This rich heritage underpins numerous elements that create the strong cycling identity of the City of Norwood Payneham & St Peters, such as the iconic Linear Park and the close proximity to the Adelaide CBD..

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

The Citywide cycling map will raise awareness and promote many places of interest (shopping, food & entertainment), in the Council area that are well-suited as a cycling destination

**Environmental Sustainability:**

A leader in environmental sustainability.

The project aims to reduce co2 emissions by encouraging sustainable transport and less reliance on motor cars.

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Council's Organisational Strategy?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

An engaged and committed workforce that is outcome focused

The project emphasises achieving the outcomes of the City-Wide Cycling Plan in terms of safe, convenient, connected infrastructure, and integrates with numerous other projects.

**Capability**

Enabling Organisational capability and capacity through "Our People"

The implementation of the citywide cycling plan relies heavily on 'our people working together'. Projects are coordinated between Urban Planning & Environment, Urban Services and Governance & Community Affairs staff.

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

N/A

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

N/A

**ADDITIONAL CONSIDERATIONS****RISK MANAGEMENT**

- **What are the risks associated with the current situation to the Council and or the Community?**
  - 1) The greatest safety risks to cyclists is at intersections located at high-speed, high volume arterial roads. This project aims to mitigate this risk by:
    - a) improving safety of the Lower Portrush Road cyclist crossing; and
    - b) raising awareness of the cycling network to identify locations of the most appropriate road crossing points.
- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risks of injury at crossing locations is mitigated by behavioural factors: people who don't feel safe on a route will not use it. This makes the risk of under-achieving on sustainable transport targets and low return on infrastructure investment high.

Further, although crossing points may be avoided, certain routes are favoured for cycling for reasons of directness, amenity and lack of safe alternatives, hence people who currently use these routes will remain exposed to safety risks at these locations. While the traffic crash risk for any one cyclist is low (rated "unlikely" or "very unlikely" in the risk matrix approach), the potential is for the consequence to be severe ("critical" or "catastrophic") for the cyclist. This results in a "medium" to "high" overall risk to cyclists.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**
  - The works for the Marden Bikeway (widening footpath on existing verge and new kerb ramp) and mapping of the citywide cycling network are relatively straight-forward and no constraints on delivery are anticipated.
  - The promotional and educational activities may be impacted by Covid-19 restrictions.

#### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

The City-Wide Cycling Plan. The project directly addresses implementation of the Plan.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**  
No.

#### RESOURCING IMPLICATIONS

##### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes.

- **If yes, will resources be required from other Council Departments/Divisions?**

**Who are the Project team members?**

The Manager, Traffic & Integrated Transport will manage the projects in liaison with the Youth Coordinator, Events Coordinator and Urban Services staff.

## FUNDING REQUEST

#### FUNDING IMPLICATIONS

##### BUDGET ESTIMATE:

(Excluding GST)

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs	\$5,000					
• Construction Costs	\$12,000					
• Contracted Services	\$5,000					

• Legal Expenses	
• Equipment Purchases	\$3,000
• Consultation Costs	
• Other Operational Delivery Costs	
<b>Total Funds Requested (b)</b>	\$25,000
<hr/>	
<b>Net Funds Requested (a-b)</b>	
<hr/>	
<b>Ongoing Operational Savings</b>	
• Labour	
• Contractors/materials	
<b>Potential on-going Savings</b>	

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

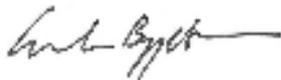


24 February, 2021

\_\_\_\_\_  
*(Gayle Buckby, Manager – Traffic & Integrated Transport)*

\_\_\_\_\_  
*(Date)*

Supported by



24 February 2021 \_\_\_\_\_  
*(Date)*

\_\_\_\_\_  
*(Carlos Buzetti – General Manager, Urban Planning & Environment)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

N/A

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

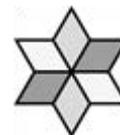
**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Borthwick Park Creek Improvements Construction

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Project Manager, Urban Design & Special Projects

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

Second Creek is a major creek which traverses the City of Norwood Payneham & St Peters, and more specifically, a small section of Borthwick Park. It enters the City in the suburb of Marryatville, and runs through Kensington, Norwood, Stepney and St Peters before entering the River Torrens just downstream of the St Peters Billabong. For the most part, Second Creek has been channelised or placed into underground pipes and culverts.

However, in the mid 1990's, the Council undertook some creek modification works to lay back the creek banks on the northern side of the channel that runs through Borthwick Park. The issues of bank erosion, and in particular the northern bank, as well as standing stagnant water in the section of Second Creek that is within Borthwick Park were initially raised by the Kensington Residents Association in March 2017. The Kensington Residents Association requested that the Council consider a remediation solution for what is more commonly referred to as the "beach area". The request included improved creek access for children's nature play.

In the 2018-2019 budget, the Council allocated \$10,000 to deliver the Hydraulic Study associated with this Project. Given the nature of these investigations and that the hydraulic assessment undertaken by Tonkin was not as expensive as originally anticipated, the remaining budget allowed Staff to progress with the development of a draft Concept Plan and undertake community consultation and engagement. This stage of the Project has now concluded and community feedback was considered by the Council in April 2020.

The Council is currently undertaking the detail design and construction documentation stage of the Project. It is anticipated that the detail design and construction documentation will be completed by late June early July subject to the Council receiving feedback from Kaurna.

This funding submission is for Stage 3 of the Borthwick Park Creek Improvements project, being the construction stage of this project.

### PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*

- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The key deliverables of the project include the physical construction of the Borthwick Park Creek Improvements, which will enable to the Council to deliver the Concept Plan.

The ability to provide well designed and safe open spaces contributes to the fabric of the Norwood Payneham & St Peters community and the opportunity to undertake these minor changes to the section of Second Creek within Borthwick Park will deliver a more integrated and environmentally sustainable outcome. The Concept Plan proposes to implement some changes which will result in improved water quality, deliver a better use of water resources, and promote a healthier watercourse, whilst also improving the creek's accessibility. It will provide an opportunity for creative expression for all age groups through interaction with nature and nature play, promote physical activity and a healthier lifestyle where people can meet, learn and connect with each other. This will benefit the community, the Council and the environment longer term.

The specific changes include:

- creating safe access on the northern bank utilising rocks and logs to create natural steps down to the creek;
- stabilise the northern bank with rocks set in mortar to prevent erosion;
- place large rocks as stepping stones near the creek's edge for nature play;
- plant new native trees and shrubs on the northern bank above the high water mark to revegetate the disturbed slope and provide habitat and amenity;
- remove the existing weir and infill the deep section of the creek bed adjacent the "beach area" to eliminate stagnant water during the drier months; and
- undertake minor work to repair damaged or missing stone facing on the existing southern bank.

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## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

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#### Social Equity:

A connected, accessible and pedestrian friendly community.

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#### Objective 1. Convenient and accessible services, information and facilities.

- *Strategy 1.2 Maximise access to services, facilities, information and activities.*
- *Strategy 1.3 Design and provide safe, high quality facilities and spaces for people of all backgrounds, ages and abilities.*

#### Objective 4. A strong, healthy, resilient and inclusive community.

- *Strategy 4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.*
- *Strategy 4.3 Provide spaces and facilities for people to meet, learn and connect with each other.*

The proposed minor changes are designed in a way that provides a safe and high quality space for people of all backgrounds, ages and abilities to be able to use. The improvement in accessibility and incorporation of nature play will create a desirable space for people to meet and learn. The hydraulic assessment of the creek improvements ensures that the space will be safe to use at all times, with no additional threat of flooding.

The development of the Concept Plan provided the community with an opportunity to participate in consultation and engagement, with community input being valued as a part of this process. Local resident knowledge, in particular, has been recognised as valuable given that they are the main users of the space.

The minor improvements to Second Creek within Borthwick Park will encourage physical and mental wellbeing, promote exercise and healthy lifestyles and allow users of the space to meet, connect and learn. The improvement to the water/creek accessibility and water quality will improvement the creek safety and result in the space being more inviting to use.

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#### Cultural Vitality:

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

**Objective 4. Pleasant, well designed, and sustainable urban environments.**

- *Strategy 4.2 Encourage sustainable and quality urban design outcomes.*
- *Strategy 4.3 Maximise the extent of green landscaping provided in new development and in the public realm.*

**Objective 5. Dynamic community life in public spaces and precincts.**

- *Strategy 5.2 Create and provide interesting and colourful public spaces to encourage interaction and gatherings.*
- *Strategy 5.3 Host and facilitate community events and activities.*

The issue of soil erosion is being mitigated by the planting of native species along the bank of Second Creek. This encourages sustainability and maximises green landscaping in the public realm.

The inclusion of the nature play theme to the access area of Second Creek provides and creates an interesting public space which is designed to facilitate and encourage interaction and gatherings.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

Not applicable.

**Environmental Sustainability:**

A leader in environmental sustainability.

**Objective 1. Sustainable and efficient management of water, waste, energy and other resources.**

- *Strategy 1.1 Implement mechanisms to make better use of water resources including the harvesting and re-use of stormwater.*

**Objective 2. Healthy and sustainable watercourses.**

- *Strategy 2.1 Revegetate and restore natural watercourses.*
- *Strategy 2.2 Improve the water quality in our City's watercourses.*

**Objective 5. Mitigating and adapting to the impacts of a changing climate.**

- *Undertake climate change adaptation initiatives for our assets, public spaces, services and operations.*

The minor changes are designed to improve the environmental sustainability of Second Creek within Borthwick Park. The removal of the weir will improve water flow through the area, reduce stagnant water pooling and help minimise soil erosion from both the northern and southern banks. The Second Creek watercourse will become healthier and allow children to play safely in the controlled level of water that will exist in the "beach area". By allowing water to flow naturally through Second Creek within Borthwick Park and reducing stagnant water, the result will be less water evaporation and a more efficient water course.

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

An engaged and committed workforce that is outcome focussed

The delivery of the Borthwick Park Creek Improvements project will enable the Council to realise the community's aspirations for an upgrade of the "beach area" to improve accessibility, safety and become more environmentally sustainable. It will also work towards improving the Council's recreational and environmental assets.

**Capability**

Enabling Organisational capability and capacity through "Our People"

This project will further develop the project management capability of Council staff through the successful delivery of the project.

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not applicable.

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#### Safe & Fair

Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace

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All work will be undertaken in accordance with the Council’s Work Health & Safety Manual to ensure that work is undertaken in a safe and fair manner for all Council staff and contractors.

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#### Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

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The project will enable the Economic Development & Strategic Projects team to work with the Urban Services team to deliver the project.

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## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Flooding of properties is of concern and inconvenience to the respective property owners and the community in general. Tonkin’s hydraulic assessment indicated that changes could be made to the creek alignment without increasing the risk of flooding.

The risk of not undertaking this Project is that there will continue to be bank erosion to the “beach area” in Borthwick Park caused by stormwater flows during larger rain events. Additionally, the problem with the unpleasant smell of stagnant water and mosquitos will persist.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Utilising the Council’s Risk Assessment Matrix in Appendix 2, the risk of not proceeding with the project is rated below:

Low = 23 (Possible + Minor)

The community has requested minor changes for the Borthwick Park Second Creek “beach area” that will improve environmental sustainability, safety and accessibility for all demographics and age groups. The redevelopment of this space will provide an opportunity for Council to address these requests and improve a Council asset.

Additionally, the Council faces the risk of criticism from the community and media if the project does not proceed, particularly given money has been spent to have a hydraulic report generated and a Concept Plan prepared.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

The consultation process undertaken for the development of the Concept Plan can be used to engage with the local community, and encourage their interest in the future of Second Creek within Borthwick Park, whilst appropriately managing the Community’s expectations against the allocated budget.

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### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy’s objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Yes, the project aligns with the following Council plan:

- Playgrounds Strategy
- Open Space Strategy

### Playgrounds Strategy

Borthwick Park is identified as a Level 3 (Neighbourhood) Playground, meaning it is of good quality and could include equipment for different age groups. However, will generally include standard rather than unique equipment and surrounds, and cater for neighbourhoods. Borthwick Park is noted as being the only playground in the Kensington area and important to the community and although it is a Level 3 playground, it is a quality park with high neighbourhood value.

### Open Space Strategy

Borthwick Park is classified as 'District Level Open Space', meaning it is a larger area of open space which offers a range of activities and facilities that attract people from across the Council area who generally drive or ride to get there. Many district level reserves also perform a local reserve function for those residents who live nearby. Borthwick Park is contained within the 'South Precinct' when referred to regarding planning issues on a precinct by precinct basis.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Yes. At its meeting held on 2 December 2019, the Council endorsed the draft Concept Plan for community consultation and engagement. The results of the consultation were presented to the Council for its consideration in April 2020. At that meeting the Council resolved to proceed with the Detail Design, Documentation and Construction.

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The project will be overseen by the Economic Development & Strategic Projects team. The construction will be led by the Project Manager, Urban Design & Special Projects.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

Input will be required from the following Council Departments / Divisions:

- Chief Executive Office (Economic Development & Strategic Projects)
- Urban Services (Including City assets and City Services)
- Urban Planning & Environment (should Development Approval(s) be required)

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						

<b>Expenditure</b>	
• Additional temporary Labour costs	
• Design Costs	
• Construction Costs	\$95,000
• Contracted Services	
• Legal Expenses	
• Equipment Purchases	
• Consultation Costs	
• Other Operational Delivery Costs	\$5,000
<b>Total Funds Requested (b)</b>	<b>\$100,000</b>
<b>Net Funds Requested (a-b)</b>	
	\$100,000
<b>Ongoing Operational Savings</b>	
• Labour	
• Contractors/materials	
<b>Potential on-going Savings</b>	

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

Keke Michalos

---

*(Insert name & title of Project Owner)*


---

*(Date)*

Supported by

Mario Barone

---

*(Insert name & title of relevant General Manager)*


---

*(Date)*
**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**
**THIS PROJECT HAS BEEN INITIATED BY:**


---

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

---

*(Insert name & title of General Manager/Staff)*
**3. EXECUTIVE MANAGEMENT GROUP REVIEW**
**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**
 APPROVED FOR CONSIDERATION BY THE COUNCIL

 NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME: Street Tree Planting Program

RESPONSIBLE GENERAL MANAGER: General Manager, City Services

PROJECT OWNER: Cr Scott Sims and Cr Kester Moorhouse

PROJECT MANAGER: City Arborist

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The purpose of this bid is to increase the minimum street tree planting program to 700 trees per financial year, from the current minimum of 300.

The Council's Tree Strategy has been budgeted for but has not yet been delivered. In the absence of a formal Tree Strategy giving strategic direction, the Council needs to show leadership and increase our street tree planting program to be in line with the *30 Year Plan for Greater Adelaide* and do so in a timely manner. This will help meet community expectations and the Council's street tree planting program with comparable metropolitan councils. Note that Council received two verbal submissions from the public for last year's annual budget, both requesting an increase to our street tree planting.

The City of Norwood Payneham & St Peters, through a metropolitan wide project, has measured tree canopy coverage using LiDAR (Light Detection & Ranging) technology. The data shows that tree canopy cover is approximately 24% of the City of Norwood Payneham & St Peters land mass. This is well below the recommended target of 30% cover, identified in the *30 Year Plan for Greater Adelaide* and adopted by the Council.

Urban infill means our City's green coverage will decrease if no action is taken. This is exacerbating the urban heat island effect, which in turn increases energy costs (e.g. increased need for air conditioning), air pollution levels and heat related illness. This is in addition to the higher average temperatures caused by climate change. Through the recent heat mapping project data shows that trees can provide a significant cooling effect for streets and surrounding buildings / structures. Trees also offer habitat for native fauna and support community wellbeing.

### PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

Trees are known to cool surrounding air temps, bring biodiversity, add value to streetscapes, provide a sense of community pride, increase property prices etc.

A minimum of 700 new trees planted on streets or the public realm per financial year will further increase the City's canopy cover. In the absence of a Tree Strategy staff should use a strategic approach to planting e.g. use LiDAR and heat mapping data to focus planting along streets and suburbs with less than 30% canopy cover or identified as a hotspot.

### RELATIONSHIP TO CITYPLAN 2030

## How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

### Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 4.3 Thriving and healthy habitats for native flora and fauna  
Objective 4.4. Mitigating and adapting to the impacts of climate change

### Cultural Vitality:

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

### Economic Prosperity:

A dynamic and thriving centre for business and services.

### Environmental Sustainability:

A leader in environmental sustainability.

By increasing tree canopy cover and green spaces, the Council can create a cooler urban area that improves biodiversity, contributes to the economy and promotes community health.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

The *City Plan2030* is outcome focussed and provides Council staff with clear expectations and directions regarding the minimum number of street trees to plant. Strategic direction will then come from the Trees Policy but in its absence LiDAR and heating mapping data should be utilised.

#### Capability

Enabling Organisational capability and capacity through "Our People"

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

## ADDITIONAL CONSIDERATIONS

## RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The risk of the current situation is that a modest street tree planting program will lead to criticism from the community that the Council is not focussed or serious in its strategy to increase tree canopy coverage. It is more critical now than ever that Council utilizes the environmental, social and economic benefits of increasing green coverage and we do not fall behind comparable councils.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Likelihood: Likely  
Consequence: Moderate  
Risk: Substantial (14)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There is a risk that the Council will not meet its target of 30% green cover by 2045 without strategic direction (e.g. Tree Strategy) thus increasing the minimum number of new trees planted on public land each financial year will ensure there isn't a short fall in canopy cover.

There is also a risk that the Council experiences additional strain on current resources (e.g. staff time and equipment) by increasing the minimum number of new street and or open space tree plantings to 700 from 300. This funding submission considers the ongoing costs of establishment and maintenance and provides funding to meet the potential short fall in resources.

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes.

The Council endorsed the Resilient East Climate Change Adaption Plan in 2016, which recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the quantity of trees and other plantings in our neighbours.

In December 2020, the Council endorsed the Mid Term review of the *CityPlan 2030*. This Plan sets the target of "plant a minimum of 500 new trees per year in streets and/or public spaces. Aligns with 30 Year Plan for Greater Adelaide (2017 update) requiring an increase of 8% green cover in the City of Norwood Payneham & St Peters by 2030".

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, purchase of new equipment and water truck to ensure new trees can establish and be maintained.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

No

## FUNDING REQUEST

**FUNDING IMPLICATIONS****BUDGET ESTIMATE:***(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$200,000 (400 trees @ \$500 per tree)					
• Legal Expenses						
• Equipment Purchases	\$140,000 (water truck)					
• Consultation Costs						
• Other Operational Delivery Costs		\$160,000	\$160,000	\$160,000	\$160,000	\$290,000
<b>Total Funds Requested (b)</b>	\$340,000	\$360,000	\$360,000	\$360,000		
<b>Net Funds Requested (a-b)</b>	\$340,000	\$360,000	\$360,000	\$360,000	\$360,000	\$490,000
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**
**THIS PROJECT HAS BEEN INITIATED BY:**

Cr Scott Sims and Cr Kester Moorhouse

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

Sharon Perkins  
Chris McDermott  
Paul Mercorella

\_\_\_\_\_

*1(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**
**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

ENERGY & WATER AUDITS

RESPONSIBLE GENERAL  
MANAGER:

GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

PROJECT OWNER:

MANAGER, URBAN PLANNING & SUSTAINABILITY

PROJECT MANAGER:

SUSTAINABILITY OFFICER

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The development of an Emissions Reduction Plan will provided the Council with a strategic direction and pathways for the Council to meet its target of zero emissions.

Mitigating and adapting to the impacts of climate change is reflected in Objective 4.4 contained in *CityPlan 2030*, which is accompanied by a target of achieving zero corporate carbon emissions by 2030.

Energy usage has been identified as the largest contributor to the Council's corporate emissions. To date, the Council has, and will continue to, undertake a number of energy efficiency incentives, including, for example, an energy audit and solar PV roll out for the Norwood Town Hall. However, the Council has a number of other facilities that contribute to the Council's high energy usage that would benefit from audits.

This funding submission relates to understanding the energy and water efficiencies that could be gained through undertaking an audit of the Council's top four (4) energy consuming facilities (excluding the Norwood Town Hall as it has already been audited).

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The project would include an Energy & Water Audit at the following facilities:

- Payneham Libraries & Community Facilities
- St Peters Library
- Works Depot
- Payneham Community Centre

The above facilities have been chosen because they are the largest consumers of energy (excluding the Norwood Town Hall).

The audit would be undertaken using a level 2 energy audit methodology complying with *Australian Standard AS3598*. It would include a detailed site inspection looking at major appliances, equipment, analysis of electricity bills including tariffs and consideration of water efficiency upgrades. The output would be a 'shopping list of issues' and priority action plan to tackle energy efficiency through maintenance and upgrade works with an expected energy savings and estimated costs of actions.

The priority action plan would then be implemented over time through maintenance, planned upgraded, or specific projects at the respective facilities.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

Objective 4.1 Sustainable and efficient management of resources.

4.1.3 Employ and promote energy efficiency initiatives and renewable energy resources

Objective 4.4 Mitigating and adapting to the impacts of climate change

4.4.1 Lead initiatives to reduce the City's ecological footprint and carbon emissions

#### Social Equity:

An inclusive, connected, accessible and friendly community.

By undertaking audits to understand energy and waste usage and ways to reduce consumption demonstrates a leadership role for Council in reducing its own corporate emissions.

In Australia, policy uncertainty at the Federal and State level, is driving local governments, cities and communities to lead the way in responding to this most critical issue. It is more critical now than ever that Council demonstrate the environmental, social and economic benefits of acting on climate change to maintain leadership and strengthen the call for communities and others to do the same.

#### Cultural Vitality:

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

Nil.

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Nil.

#### Environmental Sustainability:

A leader in environmental sustainability.

In order to reduce emissions, the Council must understand where its major emissions are being generated and contributing to increases in energy usage over time. This project demonstrates the Council's practical action taken to reduce its own corporate emissions and reaching its target of zero by 2030.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

The Plan encourages innovation and provides staff with the capacity to pursue carbon reduction goals.

#### Capability

Enabling Organisational capability and capacity through "Our People"

N/A

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

N/A

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

N/A

**ADDITIONAL CONSIDERATIONS****RISK MANAGEMENT**

- ***What are the risks associated with the current situation to the Council and or the Community?***

The risk of not meeting the Council's zero corporate carbon emissions target by 2030 through lack of implementation of the Emissions Reduction Plan will likely lead to criticism from the community that the Council is not focussed or truly committed to meeting its strategy to reduce corporate carbon emissions. This could lead to flow-on effects to businesses and the community that action is not required if the Council is unable to demonstrate this type of leadership.

These audits can not only lead to emissions reduction but reduction in consumption reduce or stabilising the Council electricity bills. If action is not taken to identify efficiencies there is the risk that consumption will continue to rise.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Likelihood: Possible.

Consequence: Minor in the short term (but moderate in the long term)

Risk: Low (23)

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

N/A

**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

Yes. *CityPlan 2030* and draft Emissions Reduction Plan.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No.

**RESOURCING IMPLICATIONS****RESOURCES**

- ***Are Internal Resources required to be used to deliver the Project?***

The preparation of the Energy & Water Audits will be overseen by the Council's Sustainability Officer but actions arising from the Audits will be required to be implemented by Urban Services staff.

- ***If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?***

Yes, support from the Acting Manager, City Assets.

**FUNDING REQUEST****FUNDING IMPLICATIONS****BUDGET ESTIMATE:**

(Excluding GST)

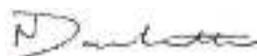
- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$11,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$11,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$11,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

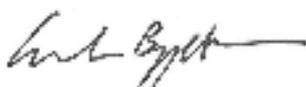
**1. FUNDING SUBMISSION GENERATED BY STAFF**



Naomi Doolette, Sustainability Officer

24/02/2021  
(Date)

Supported by



Carlos Buzzetti  
General Manager, Urban Planning & Environment

24/02/2021  
(Date)

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

\_\_\_\_\_



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

URBAN GREENING PROGRAM

RESPONSIBLE GENERAL  
MANAGER:

GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

PROJECT OWNER:

MANAGER, URBAN PLANNING & SUSTAINABILITY

PROJECT MANAGER:

SUSTAINABILITY OFFICER

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

Green cover in urban areas supports habitat, biodiversity and reduces surrounding air temperatures. It is important to have a range of different plants that make up green cover (e.g. trees, shrubs, grasses, and ground cover) as they all have a role to play in attracting a variety of animals, insects and organisms by ensuring a functional and healthy environment.

As we experience longer and hotter heatwaves and increased infill developments, it is critical to plan for green cover in backyards, streets and neighbourhoods. The introduction of an Urban Greening Program for privately owned properties as a trial program is proposed to encourage the City of Norwood Payneham & St Peters community to plant trees and natives within private land that increases, enhances and adds value to the City green cover including canopy and increases biodiversity and habitat.

This program is considered to address "Objective 4.3.3 in CityPlan 2030, which states: *"Encourage green cover on private land"* in two ways. Firstly, via the implementation of a Tree Incentive to citizens by giving vouchers towards purchasing a tree and secondly via a Native Plant Giveaway by giving a native plant pack (six seedlings/tube stock) to citizens. Both elements of the program will be supplemented with educative information about the benefits and importance of maintaining a green and healthy urban environment on both public and privately owned land.

In a first for metropolitan Adelaide, Resilient East, Adapting Northern Adelaide, Resilient South and AdaptWest captured a baseline of tree canopy cover and height for all trees over three (3) metres high across metropolitan Adelaide. The data was captured by using LiDAR (Light Detection & Ranging) technology. The data shows that tree canopy covers approximately 24% of the City of Norwood Payneham & St Peters land mass, which is below the recommended target of 30% cover, identified in the *30 Year Plan for Greater Adelaide*.

It also shows that the Council's greatest opportunity to increase tree cover is by planting and maintaining trees on private land, as there is not enough space on public land to enable the Council to meet the 30 Year Plan for Greater Adelaide target in isolation from a commensurate increase in canopy cover on privately owned property.

The popularity and feedback from residents regarding the Native Plant Giveaway held as part of the 2020 Sustainable Garden Awards demonstrates that there is a desire among local citizens to increase native plantings to ensure biodiversity in our local community. There were 83 plant packs given away in 2020, the event booked out in less than three (3) weeks with a wait list of almost 40 residents the following five days before registration was closed.

In addition, this trial program would support property owners building in the City of Norwood Payneham & St Peters as the new Planning and Design Code includes minimum requirements for tree planting to assist with meeting tree canopy targets. The Code requires at least one tree per new dwelling to be planted, this project would be accessible to those property owners.

It is anticipated that the introduction of the Tree Incentive would come at a cost of \$10,000 per annum, as follows:

- voucher towards the costs of a tree estimated to be \$80 per tree (1 metre high specimen);
- maximum number of trees to be supplied is 120;
- promotion of the Incentive to the community;
- administration time required to develop, implement and manage the Incentive would need to be managed within existing resources, however, would be recorded for reporting to the Council, noting there could be a potential impact on existing work and projects.

The estimated cost to the Council to plant one street tree is approximately \$450 (including three years of watering to support juvenile tree establishment but doesn't include maintenance costs). The cost of \$10,000 for the planting of an additional 120 new trees on private property is much cheaper than the estimated minimum cost of \$54,000 for the planting of 120 additional trees in the public realm. In addition, the Council would not be responsible for on-going maintenance costs.

It is anticipated that the Native Plant Giveaway would come at a cost of \$2,500 per annum, as follows:

- 1,200 tube stock (seedlings) at \$1.65 per tube;
- cardboard 6 pack cartons for plants at \$315;
- promotion and running of the event to the community;
- administration time required to implement and manage the event would need to be managed within existing resources.

The Native Plant Giveaway would provide a range of plants from ground covers, grasses, shrubs and an option for a medium size tree (short lived but quick growing) as well as other resources such as a native garden guide / design booklet. The Giveaway would encourage residents to include native plants from the Adelaide Plains region that are drought tolerant, provide a source of food and habitat for local wildlife, and contribute towards preserving biodiversity across the City in their gardens. It would also foster community interest in sustainable gardens and landscaping; lift the Council's profile as a supporter of sustainable and biodiverse gardens; and promote the 2022 Sustainable Gardens Awards to the community.

## PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The Tree Incentive is proposed to be conducted through a 'voucher based' system in conjunction with plant nurseries nominated by the Council. The voucher would be constrained to a set of criteria, such as:

- a long lived tree species (at least 25 years);
- a tree species that has the ability to group to at least five (5) metres in height;
- a tree species that provides shade when the sun is at its heights point (e.g. tree form round, spreading, oval, open, weeping not columnar, conical, pyramidal etc.); and
- the property owner confirms they have the ability to plant the tree in the ground (e.g. at least 1 cubic meter of soil capacity).

The Resilient East Street Tree Guide, Botanic Gardens of South Australia Plant Selector and staff at selected nurseries knowledge can be utilised by property owners to assist in selection of tree species that meet the above criteria and individual property owners taste.

The following criteria are suggested with respect to eligibility for the Tree Incentive voucher distribution (one voucher equals one tree):

- Privately owned properties located in suburbs identified as having less than 30% canopy coverage through LiDAR data– two vouchers;

- Privately owned properties located in suburbs identified as having more than 30% canopy cover through LiDAR data – one voucher;
- Residential body corporates – one voucher per unit / residence to a maximum of five vouchers;
- Schools located within the City of Norwood Payneham & St Peters – three vouchers;
- Community groups or organisations with property within the City of Norwood Payneham & St Peters – two vouchers;
- Clubs/groups based on Council leased land (subject to lease arrangements) – two vouchers;
- Official citizenship ceremonies – one voucher for each new citizen; and
- Property owners located in identified Heat Islands through Urban Heat Mapping data.

This program would be limited to the supply of 120 vouchers and would be administered on a 'first in; first served' basis. No other prioritisation would be applied. Once the allocated numbers of vouchers has been reached, the Tree Incentive for the year would end. A record would be kept of applicants that were not successful, who could be given priority access to any future years of the program, should it continue.

Information materials would be provided to recipients, stating the conditions that trees in general be planted within the **City of Norwood Payneham & St Peters and maintained in good health**. Random follow up inspections would occur on those properties that received vouchers to determine whether the trees had been planted as required and are being managed appropriately. Any repeat applicant (in subsequent years) would need to provide evidence that previously obtained trees are still within the property and are flourishing as intended.

A promotional campaign about the benefit and importance of trees would run alongside the program to encourage uptake. The Tree Incentive would be promoted in the lead up and during suitable weather for tree planting (late autumn through to early spring).

Whereas, the Native Plant Giveaway would be held over a weekend in September 2021 for residents to collect a native plant pack from the Council. Pre-registration would be required. Residents would be given the option in pre-registration to have a native tree (e.g. golden wattle), this tree would be a juvenile tube stock not established like the above Tree Incentive. Registered residents will receive a free plant pack which includes 6 native seedling (randomly selected except if they nominate to have a tree included), species list, native garden design / guide booklet and information about the Council's bi-ennial Sustainable Garden Awards (to be run in 2022).

Plant packs will only be available to City of Norwood Payneham & St Peters residential properties. There will be a limit of one pack per property. Proof of residency will be required to be presented upon collection (e.g. rates notice or valid licence). The maximum participants would be 200. The event will be promoted in the Council's newsletter, Look East (if timing allows) on the Council's website, and via social media. Other opportunities to promote the event will also be explored.

By providing free native seedlings, trees and promoting the benefits of green cover, canopy, biodiversity and drought tolerant species, the two incentives would lift the Council's profile as a supporter of sustainable biodiverse and green gardens and as a progressive Council.

If this program is funded, it's success will be reviewed in twelve (12) months.

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## RELATIONSHIP TO CITYPLAN 2030

### **How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

Objective 4.3 Thriving and healthy habitats for native flora and fauna

4.3.3 Encourage green cover on private land

4.3.4 Facilitate community participation in revegetation programs and gardening programs where appropriate

Objective 4.4. Mitigating and adapting to the impacts of climate change

4.4.3 Support climate change adaptation and community education

---

### **Social Equity:**

A connected, accessible and pedestrian friendly community.

The Program seeks to encourage participation in increasing green and canopy cover, which can support healthier lifestyles and well-being. The program aims to engage the community and provide the tools and motivation to facilitate positive change in citizens' own gardens and neighbourhoods. The vouchers are generous and relate directly to increasing canopy, thereby empowering residents to further their resilience to the effects climate change.

**Cultural Vitality:**

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

The Program educates and fosters awareness of the contribution of trees in creating a resilient urban environment.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

The Program will encourage ratepayers to appreciate the benefits and importance of investing in urban greening. The Program theme is of resilience and sustainability, which more broadly supports the concepts of fostering a local economy and supporting local businesses.

**Environmental Sustainability:**

A leader in environmental sustainability.

The Program supports the Council's objective to be a leader in environmental sustainability by rewarding, recognising and promoting the benefits of canopy cover to greener, cool and provide biodiversity in neighbourhoods.

## RELATIONSHIP TO ORGAINATIONALSTRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

An engaged and committed workforce that is outcome focussed

N/A

**Capability**

Enabling Organisational capability and capacity through "Our People"

N/A

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

N/A

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

N/A

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

This trial Program would assist the Council to meet Target 5 in the State Government's *30 Year Plan for Greater Adelaide*, Urban green cover, which seeks an increased canopy cover by 20% in metropolitan Adelaide by 2045. There is a risk that without substantial planting on private land, the 30 Year Plan target for canopy cover will not be able to be achieved in the City of Norwood Payneham & St Peters by 2045.

Delivery of this program will provide the Council an opportunity to widely promote the importance of greening and canopy cover on private land (as opposed to Councils' traditional role of greening of public land).

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Likelihood: Likely  
Consequence: Major  
Risk: High (8)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There is the risk that the Council experiences a low take up rate with property owners not taking up the offer to plant a tree on private land. The Tree Incentive is designed to incentivise planting of long lived trees on private property as a trial to understand the communities' participation level, it also demonstrates to the community that the Council is being proactive in responding to data and community desire to increase canopy cover within the City.

There is also a risk that the Council experiences low take up rates in residents registering for Native Plant Giveaway. But given the better than expected participation levels in 2020 as part of the Sustainable Garden Awards, there is confidence that the 2021 participation levels will also be reasonable.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Yes.

In May 2016, the Council endorsed the Resilient East Climate Change Adaption Plan. This Plan recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the quantity of trees and other plantings in our neighbourhoods and to ensure that gardens are designed to be able to cope with existing and predicted climate conditions. This project encourages and supports the community to improve urban greening.

In December 2020, the Council endorsed the Mid Term review of the *CityPlan 2030*. This Plan recognises the importance of trees and canopy cover on private land through Objective 4.3.3. *Encourage green cover on private land*. It set the target of "plant a minimum of 500 new trees per year in streets and/or public spaces".

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?**

**Who are the Project team members?**

The Council's Communication team will assist with promoting the Program; Customer Service team will assist with directing / providing property owners with information and or vouchers for the Tree Incentive; City Arborist will assist with

nurseries with a range of trees and providing / reviewing information regarding suitable tree species; and Events Management team, and City Services will be required to assist with the Native Plant Giveaway.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$12,500					
<b>Total Funds Requested (b)</b>						
<b>Net Funds Requested (a-b)</b>	\$12,500					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



\_\_\_\_\_  
Naomi Doolette, *Sustainability Officer*

\_\_\_\_\_  
24/02/2021  
(Date)

Supported by



\_\_\_\_\_  
Carlos Buzzetti, *General Manager, Urban Planning & Environment*

\_\_\_\_\_  
24/02/2021  
(Date)

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
(Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



# FUNDING SUBMISSION

BUDGET YEAR: 2021 -2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Greening of Verges Program

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Manager, City Services

PROJECT MANAGER:

Works Co-ordinator – Parks & Gardens

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

As urban infill continues to increase across the City and there is a growing trend for some residents to landscape street verges. The increased green space can assist in providing shade and absorbing heat from hard surfaces mitigating the effects of climate change and urban infill. This is particularly important as the frequency and intensity of heatwaves is predicted to increase. Verges can provide additional flora for biodiversity and food for local fauna.

At its meeting on Monday 7 December 2020 the Council moved:

1. *That the Council endorses taking a more 'proactive' approach to greening verges on the basis of recommendations.*
2. ***The Council notes that a project definition will be submitted for consideration in the allocation of \$25,000 in the 2021-2022 Budget for a Greening of Verges Program, to cover the cost of excavating compacted materials and supplying and spreading loam for approved Applications to green verges on a 'first come first served' basis, subject to such Applications meeting eligibility criteria.***
3. *The Council notes that a report will be presented for its consideration containing a draft Policy for Verges and amended Verge Garden Guidelines, addressing the following matters:*
  - *changes to the Council's Capital Works Footpath Construction and Reconstruction program to offer incentives to residents to apply for the conversion of verges from compacted materials to planted verges;*

*preference for incentives be provided to Applicants who seek approval to undertake the conversion of verges with drought tolerant and sustainable plants; to Applicants seeking to plant their own and neighbouring verges; and Applications in areas with high surface temperatures or identified as socially vulnerable through urban heat mapping:*

- *kerb access and different road functions;*
- *suitable location of bin pads;*
- *materials used for paths;*
- *weed control;*
- *trees including fruit and nut trees;*
- *maintaining the current ban on food cultivation;*
- *modifications to the street sweeping program;*
- *enforcement of unauthorised verge conversion including the use of artificial turf; and*
- *the promotion of existing planting guides and water conservation tips.*

The proposed greening of verges program would support citizens to convert their dolomite verge to loam allowing them to plant it through the Authorisation to Landscape a Verge Application process, separate to proposed changes to the Capital Works Footpath Construction and Reconstruction Program.

## PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The draft Verge Policy sets out a change in service delivery, offering residents through the Capital Works Footpath Construction and Reconstruction Program an 'opt-in' replacement of loam in front of their property instead of compacted dolomite / quartzite at the cost of Council. Thus the Greening of Verges Program will be open to residents on streets that are not being renewed through the above Capital Works Program.

The Program is proposed to be conducted through an application process, 'first come first served' basis, subject to such Applications meeting eligibility criteria.

Because preferences and eligible criteria will be a set a time frame for applications to be received and reviewed by Council staff before notifying residents of their successfulness will be put in place. This will allow for contracted works to be coordinated rather than arranging works multiple times by staff.

The trial Program would see an allocation of \$25,000 to cover the cost of excavating compacted materials and supplying and spreading loam for approved Applications. A full take up of the allocation of \$25,000 would see around 25 verges converted, reflecting an area of approximately 500 square metres.

To ensure that the planted verges contain suitable materials, preference will be given to applications that include drought tolerant and sustainable plants and shrubs. Additional preference will be given to applications from neighbouring properties as there are cost efficiencies, as well as applications from areas that are identified as urban heat hotspots and socially vulnerable areas through the recently undertaken urban heating mapping.

Applications seeking to green verges predominantly with lawn/grass will not be eligible for the incentive of Council bearing the cost of excavating and removing existing compacted materials and spreading loam. They will still have to opportunity to gain approval but work would be at their own cost.

Applicants applying for the Greening Verge Program who will be offered the 'opt-in' incentive under the proposed draft Policy for Verges (through the Footpath Renewable Program) or moving forward have been offered the 'opt-in' incentive within the last five years (5) years, would not eligible for the incentive of excavating and removing existing compacted materials and supply and spreading loam. They will still have the opportunity to gain approval through the Authorisation to Landscape a Verge Application but works would be at the residents cost (current process) or the resident can wait till offered to 'opt-in' incentive by the Footpath Renewable Program in the next five years.

Those residents that 'miss out' on the incentive because the budget is exhausted, noting the 'first come first serviced' basis subject to such Applications meeting eligibility criteria, but meet the general Policy conditions and Verge Garden Guidelines will still have to opportunity to gain authorisation to landscape their verge but works would be at their own cost (current process). Alternatively they can wait to apply the following year if trial Greening Verge Program is continued.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

Objective 4.3 Thriving and healthy habitats for native flora and fauna

4.3.4 Facilitate community participation in revegetation programs and gardening programs where appropriate

Objective 4.4. Mitigating and adapting to the impacts of climate change

## 4.4.3 Support climate change adaptation and community education

**Social Equity:**

A connected, accessible and pedestrian friendly community.

The Program seeks to encourage participation in increasing green cover, which can support healthier lifestyles and well-being. The program aims to engage the community and provide the tools and motivation to facilitate positive change in citizens' own gardens and neighbourhoods.

**Cultural Vitality:**

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

The program educates and fosters awareness of the contribution of green cover in creating a resilient urban environment.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

The program will encourage ratepayers to appreciate the benefits and importance of investing in urban greening. The program theme is of resilience and sustainability, which more broadly supports the concepts of fostering a local economy and supporting local businesses.

**Environmental Sustainability:**

A leader in environmental sustainability.

The program supports the Council's objective to be a leader in environmental sustainability by rewarding, recognising and promoting the benefits of greening, cool and provide biodiversity in neighbourhoods.

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

An engaged and committed workforce that is outcome focussed

Not Applicable

**Capability**

Enabling Organisational capability and capacity through "Our People"

Not Applicable

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The relevant target of the 30-Year Plan for Greater Adelaide is a 20% increase in green cover by 2045.

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

**ADDITIONAL CONSIDERATIONS****RISK MANAGEMENT**

- What are the risks associated with the current situation to the Council and or the Community?**

There is a risk that the greening of verges will significantly increase the Council's maintenance costs, particularly in cases where citizen planted verges are not maintained and / or abandoned over time. This risk can be appropriately managed by ensuring that the Council implements a draft Policy for Verges and amended Verge Gardens Guidelines includes a mechanisms for proactive enforcement of illegal verge treatments. This submission if supported will reduce the risk as it is contained to \$25,000 on a first in first served approach.

- How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Likelihood: Possible

Consequence: Minor in the short term (but moderate in the long term)  
Risk: Low (23)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Community uptake of the program is unknown, from current requests it is assumed around 30 applications will be received. However, when this Program is communicated through the Council's channels there could be additional interest and uptake beyond the budget allocation.

There is the risk that the Council experience difficulty residents in maintaining landscaped areas on Council land to its satisfaction. The proposed Policy for Verges provides the framework for enforcing unmaintained landscaped verges.

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Yes

In May 2016 the Council endorsed the Resilient East Regional Climate Adaption Plan.– This Plan recognises the urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality of trees and other planting across urban areas and ensure that gardens are designed to be able to cope with existing and predicate climate conditions. This project encourages and supports the community to improve urban greening.

The 30-Year Plan for Greater Adelaide - 20% increase in green cover by 2045.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Yes

At its meeting on Monday 7 December 2020 the Council moved:

1. That the Council endorses taking a more 'proactive' approach to greening verges on the basis of recommendations detailed in this report.
2. **The Council notes that a project definition will be submitted for consideration in the allocation of \$25,000 in the 2021-2022 Budget for a Greening of Verges Program, to cover the cost of excavating compacted materials and supplying and spreading loam for approved Applications to green verges on a 'first come first served' basis, subject to such Applications meeting eligibility criteria.**
3. The Council notes that a report will be presented for its consideration containing a draft Policy for Verges and amended Verge Garden Guidelines, addressing the following matters:
4. changes to the Council's Capital Works Footpath Construction and Reconstruction program to offer incentives to residents to apply for the conversion of verges from compacted materials to planted verges;

preference for incentives be provided to Applicants who seek approval to undertake the conversion of verges with drought tolerant and sustainable plants; to Applicants seeking to plant their own and neighbouring verges; and Applications in areas with high surface temperatures or identified as socially vulnerable through urban heat mapping:

- kerb access and different road functions;
- suitable location of bin pads;
- materials used for paths;
- weed control;
- trees including fruit and nut trees;
- maintaining the current ban on food cultivation;
- modifications to the street sweeping program;
- enforcement of unauthorised verge conversion including the use of artificial turf; and
- the promotion of existing planting guides and water conservation tips.

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The project would be delivered by current Council resources to project manage the contractors and or team members who will be required to deliver the tasks.

- 
- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

Yes, the Council's Communication team and Customer Service team will be required to assist in providing information about the program to residents and updated website materials / forms.

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>	\$0					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$25,000					
<b>Total Funds Requested (b)</b>	\$25,000					
<b>Net Funds Requested (a-b)</b>	\$25,000					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Chris McDermott \_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:	<input checked="" type="checkbox"/> MINOR	<input type="checkbox"/> MAJOR
PROJECT NAME:	RESILIENT EAST IMPLEMENTATION	
RESPONSIBLE GENERAL MANAGER:	GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT	
PROJECT OWNER:	MANAGER URBAN PLANNING & SUSTAINABILITY	
PROJECT MANAGER:	SUSTAINABILITY OFFICER	

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Resilient East project provides a regional partnership to strengthen the resilience of Councils and their communities to climate change impacts and demonstrates that the financial and legal risks of climate change are understood and managed.

In March 2017, Campbelltown City Council, the Cities of Adelaide, Burnside, Norwood Payneham & St Peters, Prospect, Tea Tree Gully, Unley, the Town of Walkerville and the Government of South Australia signed a Sector Agreement for the *Resilient East Regional Climate Change Adaptation Plan* demonstrating shared commitment to working together in tackling climate change impacts and reducing greenhouse gas emissions.

This budget submission supports the Council's continued participation in the Resilient East project and is required to partially fund the retention of a Regional Coordinator for the delivery of Resilient East initiatives.

Efficiencies and savings to the organisation are derived by having a co-ordinated regional approach to addressing the wide ranging impacts of adapting to a changed climate.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The outputs to be delivered from the project include contribution to the regional Project Co-ordinator, specific priority projects and minor incidentals.

The priority themes for action identified include:

- Green Cover
- Water Sensitive Urban Design (WSUD)
- Monitoring and Evaluation (M&E)
- Planning Reforms
- Councils, Governance and Communications, and
- Resilient Communities

The Resilient East Action Plan identifies what is planned for the next 4 years within the expected available budget from Council contributions. Actions have been grouped into 5 programs of work:

1. Supporting on-ground action
2. Strengthening partnerships and advocacy
3. Communications and capacity building
4. Measuring success
5. Governance

Some specific actions relating to the 5 programs of work, as detailed in the Action Plan are highlighted below:

- Support delivery of large-scale tree planting project;
- Support councils to develop grant/funding submissions and manage grant processes;
- Identify and promote opportunities for Kaurua involvement in partnership projects;
- Support ongoing interaction and development of climate ready champions project and investigate future opportunities;
- Review council policy and determine leading practice approach to achieve optimal greening outcomes;
- Support delivery of greening program for private land;
- Provide guidance and training for councils to incorporate climate impacts on useful life of assets into Asset Management Plans (AMPs) - including AMPs for stormwater and WSUD, roads, footpaths, buildings and open space;
- Support councils to identify local and regional hotspots and target planting efforts Use heat and canopy mapping, overlay planned key plantings and use to identify gaps and inform priorities. Use information to assist with funding applications;
- Continue to collaborate with SA Water on temperature monitoring at parks and irrigation projects;
- Coordinate submissions on relevant policy and plans, for example SA Government Climate Change Strategy;
- Host community events and activities Community tour of WSUD features Community tree planting events;
- Maintain the website as a central point for all community facing communications, and other tools such as LinkedIn and a regular e-news; and
- Develop materials to support internal capacity building (case studies, presentation materials etc), in conjunction with relevant lead State Government agencies. For example on LIDAR, greening, heat and canopy mapping, WSUD, climate impacts on community, greening, climate risks etc.

More information and a complete list of specific actions is available at <https://www.resilienteast.com/s/Resilient-East-Action-Plan-2020-24.pdf>.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

Through the achievements to date and the continuing collaboration of the Resilient East project partners on climate adaptation, Councils are well placed to demonstrate how they are addressing the physical and transitional risks associated with climate change. These outcomes underpin community well-being and the Council's *CityPlan 2030* outcome of being a leader in environmental sustainability. (Outcome 4).

#### Social Equity:

A connected, accessible and pedestrian friendly community.

The Regional Adaption Plan, as one of the priority actions, seeks to increase community education and awareness about the hazards of climate change to deliver behaviour change which supports a connected and resilient community.

#### Cultural Vitality:

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

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N/A

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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The Adaptation Plan seeks to support businesses by education and raising awareness to influence changes to business practices to ensure continuity of services and long term viability, responding to the hazards and risks of climate change.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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An active partnership with Resilient East enables Council to maintain a positive reputation at a time of growing concern by communities about climate change. This leadership enables Resilient East partner Councils to be seen to be acting responsibly by their communities.

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**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

**How will the deliverables of the project contribute to the Council's Organisational Strategy**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

The response to climate change adaptation is by its nature future-focussed and fosters a working culture of innovation and change. This will support creative thinking and innovation at a staff level, consistent with the Council's Organisational Strategy.

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**Capability**

Enabling Organisational capability and capacity through "Our People"

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N/A

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**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

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N/A

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**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

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N/A

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

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N/A

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**ADDITIONAL CONSIDERATIONS**

**RISK MANAGEMENT**

- *What are the risks associated with the current situation to the Council and or the Community?*
-

Councils and corporations have a legislative responsibility to consider how operations and practices need to be adapted over time to meet the changes of climate change. The risk of not funding participation in Resilient East projects may lead to criticism from the community that the Council is not focussed in its strategy to consider the impact of climate change on the Council's operations. This could lead to flow-on effects to businesses and the community that action is not required if Councils are unable to demonstrate this type of leadership.

Partnership through the Resilient East Project has demonstrated greater leverage for funding and improved outcomes compared with having no dedicated resources and governance structures to continue and assure this work.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk can be addressed through the continued participation in the Resilient East program.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil.

#### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Yes – the Council endorsed Resilient East Climate Change Adaptation Plan on 2 May 2016.

#### RESOURCING IMPLICATIONS

##### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes – Sustainability Officer and Manager, Urban Planning & Sustainability

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

Climate Change Adaptation actions require the resources of staff from other Council departments.

#### FUNDING REQUEST

#### FUNDING IMPLICATIONS

##### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

TABLE 1: BUDGET BREAKDOWN

	<i>Current Year \$</i>	<i>Year 1 \$</i>	<i>Year 2 \$</i>	<i>Year 3 \$</i>	<i>Year 4 \$</i>	<i>Year 5 \$</i>
<b>Source of External Funding</b>	Nil					
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>	Nil					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$7000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$7000</b>					
<b>Net Funds Requested (a-b)</b>	\$7000					
<b>Ongoing Operational Savings</b>	Nil.					
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_  
 Eleanor Walters, Manager, Urban Planning & Sustainability  
 16/03/2021  
 \_\_\_\_\_  
 (Date)

Supported by

  
 \_\_\_\_\_  
 16/03/2021  
 \_\_\_\_\_  
 (Date)

\_\_\_\_\_  
 Carlos Buzzetti, General Manager, Urban Planning &  
 Environment

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

#### THIS PROJECT HAS BEEN INITIATED BY:

N/A

\_\_\_\_\_  
 (Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
 (Insert name & title of General Manager/Staff)

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

#### APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

- APPROVED FOR CONSIDERATION BY THE COUNCIL
- NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

## APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

## LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

## CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

**Finance Use**

Project Type:  Operating

**Capital**  
Useful Life in years

Nature of Expenditure:

Discretionary  
 Non-Discretionary

Renewal expenditure  
 New or Upgrade expenditure

**Master Account Number**  
*(To be completed by Finance Section)*

---

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager


	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Capital Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Capital Funds Requested						
• Renewal						
• Upgrade						
<b>Total Funds Requested</b>						
<b>Total Net Capital Cost to Council</b>						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
<b>Operating Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
<b>Total Recurrent Cost</b>						
<b>Total Net Recurrent Cost to Council</b>						



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Objective ECM Upgrade

RESPONSIBLE GENERAL  
MANAGER:

Sharon Perkins

PROJECT OWNER:

Tony Tyler

PROJECT MANAGER:

Tony Tyler

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.**

Objective ECM, the Council's chosen Electronic Document Management System (EDMS) went live at NPSP in March 2020 with version 10.5.3. This version was effectively released in October 2019.

The vendor, Objective, operate a release schedule which results in 1 feature release per year, with a number of service releases in-between. In November 2020 the final 10.x version (10.6.6) was released. Objective will release a major version, 11.x in the 1<sup>st</sup> quarter of 2021. Throughout the release schedule Objective introduce a range of improvements and bug fixes.

Some of the improvements included in the final 10.x version include:

- Improved long name handling
- 'Save as' options in the office add-ins (ie save as PDF)
- Improved searching and interface changes
- More stable office add-ins
- Director 'Keep-in-Edit' button
- A complete overhaul of the PDF rendition/preview subsystem

Utilising the upgrade and documentation tools provided, NPSP staff have attempted to apply the upgrade independently of the vendor. Unfortunately the skills, capacity and knowledge necessary to complete the upgrade in a timely manner (within 2 business days) are not available. As such the vendors assistance is sought to complete the upgrade on the Council's behalf.

### PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The vendor will deliver a range of services including planning, project management and technical consulting to complete the upgrade to the latest feature release. This will include upgrades to the TEST, LIVE and desktop environments including any additional components as required. The technical consultant will deliver all software into the NPSP environments following the vendors best practice methodology, ensuring the greatest chance of success and improving supportability into the future.

Specific deliverables from the vendor include:

- ECM 11 Technical and Business Impact Assessment workshops including documented outcomes
- TEST and PROD environment upgraded to Objective ECM 11

- An updated Client Configuration document
- Configuration Register (updated)
- System Operations Manual (updated)
- Delivery of the latest End User Training Kit (EUTK)

Engaging the vendor will allow NPSP staff to focus on retraining, change management and communications. In addition, staff can ensure that critical interactions with other Council systems like Authority remain operational.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

**Not Applicable**

#### Cultural Vitality:

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

**Not Applicable**

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

**Not Applicable**

#### Environmental Sustainability:

A leader in environmental sustainability.

**Not Applicable**

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

In general, staff will benefit from the improvements in the web interface and overall stability.

---

## Capability

Enabling Organisational capability and capacity through “Our People”

---

With each new major release, more features are moved into the web based part of the application including:

- ‘Microsoft Word - Save as’ – when a user wishes to save an Office document as a PDF or other supported document type they will be able to do it directly from the Objective web interface and will no longer need to switch to Navigator or save the document separately.
- ‘Keep in Edit’ - when a user wishes to save an Office document, the interface makes it easier to avoid releasing the document unnecessarily by providing a clear option to keep it in Edit mode. This avoids unnecessary versions being created against a document.

---

## Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

A range of defects that staff have previously identified, requiring workarounds to be used, are resolved. These include:

- Improved long name handling on Outlook attachment requests
- better handling of cached files when document names or other information is changed
- better handling of cached files with long names when using other Office programs
- improved stability on Office applications
- improvements around embedded links
- in some cases, the time taken to save an email and attachment through the Outlook add-in is greatly improved

---

## Safe & Fair

Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace

---

Simplifications include:

- Excel documents already setup with links can now be released from the web interface, avoiding the need to work in Navigator.
- Office documents can be saved into Objective and continue to be worked on. Previously the document would be closed and the user would be forced to re-open it to continue working.
- Save documents with links – when releasing a document with links, you are prompted to add the new documents at the same time and the links will be preserved.
- The PDF rendition sub-system has been completely overhauled using a new third party component, improving stability and reducing errors.

---

## Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

---

Innovative improvements to the system include:

- Search in context – allowing users to search for content from the location they are viewing rather than across the entire system
- Rejected files can still have documents moved into them
- New Files can be created from the Objective Save As interface. The user is no longer required to jump back to the main screen to create the file, if required.

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## ADDITIONAL CONSIDERATIONS

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### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Staff will continue to receive errors for issues that are known to be fixed in later versions and will not benefit from the latest features.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Medium (19)

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

While not part of a Council plan Objective is considered a critical business system. Therefore it is important to maintain and upgrade the system on a regular basis ensuring it meets the organisations operational needs and follows best practice Information Security principles.

Over the longer term, Objective will continue to be reviewed and upgraded biennially depending on the needs of the organisation, current vendor compatibility and platform requirements. (ie Windows Server supported versions) This may mean that in some cases an upgrade will incur additional costs to meet any platform changes.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

The Project Team consists of myself, Aerken Kuerban, Wei Mun Lew, Antonietta Spiniello and Jade Falco.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

*(Excluding GST)*

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

Objective Senior Business Consultant	2.5 days	\$1,997	\$4,993
Objective Business Consultant	2.25 days	\$1,946	\$4,379
Objective Senior Technical Consultant	2.25 days	\$1,997	\$4,493
Objective Technical Consultant	14 days	\$1,946	\$27,244
Objective Project Manager	5.6 days	\$1,997	\$11,183
Total			\$52,292
10 % Contingency			\$5,292

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>	0					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	60,000		70,000		60,000	
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>60,000</b>		<b>70,000</b>		<b>60,000</b>	
<b>Net Funds Requested (a-b)</b>	60,000		70,000		60,000	
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

<b>APPROVALS</b>
------------------

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Tony Tyler  
Project Manager, ICT

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

Sharon Perkins  
General Manager, Corporate Services

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

24 February 2021

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

**Finance Use**

Project Type:  Operating

**Capital**  
Useful Life in years

Nature of Expenditure:

Discretionary  
 Non-Discretionary

Renewal expenditure  
 New or Upgrade expenditure

**Master Account Number**  
*(To be completed by Finance Section)*

---

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Capital Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Capital Funds Requested						
• Renewal						
• Upgrade	60,000		70,000		60,000	
<b>Total Funds Requested</b>	60,000		70,000		60,000	
<b>Total Net Capital Cost to Council</b>	60,000		70,000		60,000	
<i>Funded by Borrowings</i>	60,000		70,000		60,000	
<i>Funded by Depreciation</i>						
<b>Operating Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
<b>Total Recurrent Cost</b>						
<b>Total Net Recurrent Cost to Council</b>						



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Annual Website Upgrades and Improvements

RESPONSIBLE GENERAL  
MANAGER:

Lisa Mara, General Manager, Governance & Community Affairs

PROJECT OWNER:

Julie Adair-Cullen, Website Officer

PROJECT MANAGER:

Julie Adair-Cullen, Website Officer

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The purpose of the 2021-2022 Project is to deliver annual upgrades and improvements to the City of Norwood Payneham & St Peters website ([www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)).

The current website was launched 8 years ago. Since then a number of prioritised upgrades have been implemented to ensure the website:

- aligns with outcomes of CityPlan2030
- is responsive to online trends and new technology
- provides customer-focussed online services
- meets community expectations.

The 2021-2022 Project will focus on increasing responsive online tools and services via the website, to better service and engage with our citizens, businesses and visitors.

The Smart Cities Plan and Economic Development Strategy will also inform future website upgrades and improvements.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

Project outputs will:

- enhance current modules and develop new modules where required
- identify gaps in online service delivery and implement web-based solutions
- improve website security
- further integrate existing IT infrastructure
- increase accessibility compliancy – World Wide Web Consortium (W3C).

**RELATIONSHIP TO CITYPLAN 2030**

---

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

---

**Social Equity:**

A connected, accessible and pedestrian friendly community.

---

- 1. Convenient and accessible services*
- 3. An engaged and participating community*

---

**Cultural Vitality:**

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

---

- 5. Dynamic community life in public spaces and precincts*

---

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

- 1. A diversity of business and services attractive to consumers.*
- 3. New enterprises and local employment opportunities.*

---

**Environmental Sustainability:**

A leader in environmental sustainability.

---

Not Applicable.

---

**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

---

**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

Not Applicable

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---

Not Applicable

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Not Applicable

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

Not Applicable

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

Not Applicable

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

If the Council website does not continue to be updated and improved the risks include:

- user expectations not being met
  - website not keeping up with online trends and new technology
  - damage to the reputation of the Council's brand and image
  - outdated online services.
- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*  
  
*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*
- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

### RESOURCING IMPLICATIONS

#### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes, the Council's Website Officer

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	10,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>10,000</b>					
<b>Net Funds Requested (a-b)</b>						
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

<b>APPROVALS</b>
------------------

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Julie Adair-Cullen

22 February 2021

---

*(Insert name & title of Project Owner)*


---

*(Date)*

Supported by

 Lisa Mara  
 General Manager, Governance & Community Affairs

 23 February 2021
 

---

*(Date)*


---

*(Insert name & title of relevant General Manager)*
**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**
**THIS PROJECT HAS BEEN INITIATED BY:**


---

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

---

*(Insert name & title of General Manager/Staff)*
**3. EXECUTIVE MANAGEMENT GROUP REVIEW**
**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**
 APPROVED FOR CONSIDERATION BY THE COUNCIL

 NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*


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# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Meeting Rooms Upgrade

RESPONSIBLE GENERAL  
MANAGER:

Sharon Perkins

PROJECT OWNER:

Aerken Kuerban

PROJECT MANAGER:

Aerken Kuerban

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

Due to the global pandemic the way meeting and training are held has dramatically changed. Less face to face meetings are held, most organisations are making online meeting and training the norm.

The Council's meeting room are designed for one-way interaction with external participants. This upgrade will enable video conferencing and live streaming of meetings.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The upgrade will allow Council staff to engage with external organisation and citizen remotely, reducing the need for face to face interaction to comply with physical distancing requirements.

The upgrade will include a 65" mobile interaction panel which can be used in Meeting rooms 1, 2 and 4. A wall mounted interactive panel will replace the white board and projector in meeting room 3. Meeting 3 will also get a webcam and ceiling microphones.

The Council chambers will be upgraded to enable live streaming of Council meetings and participants to join remotely.

### RELATIONSHIP TO CITYPLAN 2030

#### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### Social Equity:

A connected, accessible and pedestrian friendly community.

The equipment can facilitate video conferencing, training and interviews in meeting rooms.

---

**Cultural Vitality:**

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

---

**Not Applicable**

---

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

**Not Applicable**

---

**Environmental Sustainability:**

A leader in environmental sustainability.

---

The Interactive flat panel will reduce the need to print material and travel.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

**How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

---

Provide staff more flexible options to hold or participate in meetings.

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---



---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

Continue to stay abreast of technological advances trends and facilitate a new form of communicating with the community and organizations.

Remove double handling and facilitating meetings in a digital environment.

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

The upgrade will allow staff to comply with physical distancing orders, if the State goes into another lock down.

---

**Structure & Framework**

Systems and Processes are innovative and supportive of “Our People”

**ADDITIONAL CONSIDERATIONS****RISK MANAGEMENT**

- **What are the risks associated with the current situation to the Council and or the Community?**

Staff will have limited options in interactive with external organisations and Community.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Low (23)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

**HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?**

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy’s objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

**RESOURCING IMPLICATIONS****RESOURCES**

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

The Project Team consists of Aerken Kuerban.

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

Meeting Room 1, 2 & 4 Mobile Panel	\$ 9,700
Meeting Room 3 Upgrade	\$17,740
Council Chambers Upgrade	\$21,000

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>	0					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases	48,440					
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>						
<b>Net Funds Requested (a-b)</b>	48,440					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Digitisation of Council Civil & Building Plans

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.***

Stored within the Council's Town Hall office are a significant number of hard-copy plans of civil and building assets located upstairs inside seven (7) plan cabinets. Currently, it is difficult to retrieve specific drawings when required. In addition, the plans are in various states of condition, with some in very aged condition.

The Project's objective is to index, scan, uniquely identify and electronically store all of the files to ensure that they are easily retrievable electronically and the hard copies subsequently stored off-site and retained in accordance to the State Records Act, namely the Local Government General Disposal Schedule 40 v1.

### PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

Following the undertaking of the Project, the plans will be filed within the Electronic Document Management System (EDMS) and therefore protected from further deterioration. Efficiency of finding plans will significantly improve.

**RELATIONSHIP TO CITYPLAN 2030**

**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

**Social Equity:**

**A connected, accessible and pedestrian friendly community.**

**Cultural Vitality:**

**A culturally rich and diverse city with a strong sense of identity, history and sense of place**

Historical data will be safely stored and easily retrievable for future reference.

**Economic Prosperity:**

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

**Environmental Sustainability:**

**A leader in environmental sustainability.**

**RELATIONSHIP TO ORGANISATIONAL STRATEGY**

**How will the deliverables of the project contribute to the Council's Organisational Strategy?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

**Culture & change**

**An engaged and committed workforce that is outcome focussed.**

The Project results in easier access for Council staff to retrieve information regarding various Council infrastructure.

**Capability**

**Enabling Organisational capability and capacity through "Our People".**

**Continuous Improvement**

**Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.**

**Safe & Fair**

**Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace.**

**Structure & Framework**

**Systems and Processes are innovative and supportive of "Our People".**

Digitalisation and integration into the Council's Electronic Document Management System (EDMS) of all these plans provide accessibility and security.

**ADDITIONAL CONSIDERATIONS**

## RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The plans become damaged beyond repair and become illegible, therefore historical data and knowledge is at risk of being lost.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

“High Risk 9” as information of critical infrastructure are within these plans.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Staff availability and general resources to accurately index the plans prior to scanning of plans.

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

Corporate Records Management team

## FUNDING REQUEST

## FUNDING IMPLICATIONS

### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$20,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$20,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$20,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

<b>APPROVALS</b>
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**1. FUNDING SUBMISSION GENERATED BY STAFF**

Scott Dearman  
Project Manager, Assets

1 March 2021

Supported by

Peter Perilli  
General Manager, Urban Services

1 March 2021

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Tree Management Software

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

City Arborist

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In recent years software has been developed that has significantly enhanced the capabilities of staff responsible for the management of trees growing in the public realm to that over the current register and tree management techniques used by the City of Norwood Payneham and St Peters. These software assist with ensuring the Cities tree stock is managed strategically to industry standard, specifically with regards to the efficient documentation and scheduling of audit, and inspection of high risk/high value trees.

These modern tools have been specifically designed to assist LGA's with the successful management of a tree stock and includes (but not limited to) features such as the-

- Identification of removed/vacant planting locations
- Development of Planting programs including species
- Development of Watering programs
- Identification of trees requiring pruning enabling program development
- Maintenance records for individual trees
- Improved reporting
- Rendering map layers on Council based mapping software
- Providing detailed information to pruning contractors including photos

Obtaining a software package like this allows-

- A strategic approach to Council tree management
- Targeted increases in tree canopy development
- Faster development of planting program and integration into water/maintenance program
- Increased proactive management rather than reactive management that currently exposes the Council to unknown risks
- The division between a customer request and internal/proactive tree management to assist with accurate reporting

It is envisioned the software or asset management system will be managed by the City Arborist and that data collection will take place over time using existing resources, with the full capabilities of the chosen software (outlined above) being implemented over time. The initial use of the software will be to assist with the management of the cities high risk/high value trees, and the establishment and implementation of the tree planting program.

## PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The improved and sustainable management of the Council's urban forest by proactive maintenance. This is currently managed in the vast majority by following up on customer concerns. The proactive management of larger trees. It is envisioned this proactive management will cut down on customer requests and thus reducing current service standard times.

The ability to move away from the use of spreadsheets allows staff the ability to complete works in the field using software specifically designed for mobile devices, significantly cutting down on time taken to transfer data, data collected in the field can then be distributed as required, such as tree pruning/removal requests to contractors and tree planting species lists to providers within the one system.

To add, all tree inspection information will be available within the one location by way of a tree asset number, currently tree assessments are documented/tagged to the nearest street address. This has potential issues as some trees can be equidistant from two addresses, a house can have more than one tree or a tree being assessed is not close to a street address and therefore information can be very difficult to recover in any event.

## RELATIONSHIP TO CITYPLAN 2030

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

#### **Social Equity:**

A connected, accessible and pedestrian friendly community.

Information can be made available to the public, including mapping overlays showing species and previous and scheduled maintenance inspections.

#### **Cultural Vitality:**

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

As a leafy eastern suburbs Council with a generally mature urban forest that presents enormous social, cultural, economic and environmental benefits it is critical that this asset is managed with contemporary information and tools.

Without understanding the condition of an asset the sound management of the asset is difficult and may result in poor productivity through misguided knowledge and an extremely huge reliance on intellectual property that may or may not be accurate.

#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

#### **Environmental Sustainability:**

A leader in environmental sustainability.

The purchase and build of a software program will see high value tree assets managed similarly to other Council assets e.g. playgrounds with routine documented inspections that can easily be extracted.

**RELATIONSHIP TO ORGANISATIONAL STRATEGY****How will the deliverables of the project contribute to the Councils Organisational Strategy**

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

**Culture & change**

An engaged and committed workforce that is outcome focussed

An asset management system will provide the tools required and encourage the strategic approach to managing the Council's trees.

---

**Capability**

Enabling Organisational capability and capacity through "Our People"

---

**Continuous Improvement**

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

**Safe & Fair**

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

**Structure & Framework**

Systems and Processes are innovative and supportive of "Our People"

---

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The overall condition of the Council's tree stock is largely unknown and documented using a Customer Request system. The risk assessment of the cities larger trees, due to the overall volume, is currently documented using this system, mostly reactively.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The proactive management of the Cities trees is a strong indicator that the risk associated (with trees) is managed thoroughly, to industry best practice and is on par with neighbouring Councils that have recently implemented a similar approach.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

The project will be considered a living and evolving document requiring commitment from the project manager.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

### RESOURCING IMPLICATIONS

#### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

City Services

<b>FUNDING REQUEST</b>
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<b>FUNDING IMPLICATIONS</b>
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**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
<b>Total Funds Requested (b)</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Net Funds Requested (a-b)</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

Matthew Cole  
*(Insert name & title of Project Owner)*

Tuesday 2 March  
*(Date)*

Supported by

Peter Perilli  
*(Insert name & title of relevant General Manager)*

*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

**Finance Use**

Project Type:  Operating

**Capital**  
Useful Life in years

Nature of Expenditure:

Discretionary  
 Non-Discretionary

Renewal expenditure  
 New or Upgrade expenditure

**Master Account Number**  
*(To be completed by Finance Section)*

---

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
<b>Capital Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Capital Funds Requested						
• Renewal						
• Upgrade						
<b>Total Funds Requested</b>						
<b>Total Net Capital Cost to Council</b>	\$10,000 per year					
Funded by Borrowings						
Funded by Depreciation						
<b>Operating Projects</b>						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
<b>Estimate of External Funding Sources</b>						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
<b>Total Recurrent Cost</b>						
<b>Total Net Recurrent Cost to Council</b>	\$10,000					



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Culture Development Program

RESPONSIBLE EXECUTIVE  
MANAGER:

Chief Executive Officer, Mario Barone

PROJECT OWNER:

Manager, Organisational Development, Nicole Newton

PROJECT MANAGER:

Manager, Organisational Development, Nicole Newton

LEAD GENERAL MANAGER:

General Manager, Urban Planning & Environment, Carlos Buzzetti

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

In 2013, the Council adopted revised *Organisational Values & Behaviours* and a new *Organisational Strategy* to develop a desired, effective and constructive Organisational Culture and a Continuous Improvement methodology for the organisation.

In 2016, the Executive Leadership Team endorsed an ongoing *Culture Development Plan* that utilises the Human Synergistics Culture and Behaviour profiling tools, to regularly measure the Organisation's Culture and Behaviours in 360<sup>0</sup> Surveys for the purposes of providing data that can be used to plan effective and targeted culture development, leadership development and business excellence intervention, improvements and actions.

The purpose of the *Culture & Leadership Development Project* is to:

- create one Organisational Culture across the Council which is efficient, effective, constructive and sustainable;
- develop and maintain one management and leadership style that is effective and constructive towards all staff; and
- to obtain relevant data that is used to refresh the Business Excellence improvements and projects under the Organisational Strategy.

### PROJECT DELIVERABLES

- Triennial Organisational Culture Inventory Survey & Data Report
- Triennial Organisational Effectiveness Survey & Data Report
- Biennial 360<sup>0</sup> feedback survey, Report & Personal Action Plan for each Executive Leader and Senior Manager
- Development of a Triennial Organisational Strategy (Organisational Projects) based on the data obtained from the surveys
- Triennial Departmental Culture Development Plans

## RELATIONSHIP TO CITYPLAN 2030 & ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

The Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future* contains the Council's externally facing strategies and does not contain strategies that are specific to the delivery of internally provided services that support the organisation in delivering the *CityPlan 2030* objectives. As such, the Culture and Leadership Development Project supports the development of an effective and constructive working environment and management behaviours to support the staff to deliver effective and efficient work and deliver on the outcome of the *City Plan 2030*.

Specifically, the Project seeks to deliver the strategy and information required to plan continuous improvements and deliver on the outcomes set out in the Organisational Strategy, including:

- capability, by developing effective behaviours in all staff;
- continuous improvement, by designing projects and interventions that improve business practices;
- culture and change, by continuing to measure (OCI Survey) to develop and embed a constructive and effective organisational culture; and
- structure and frameworks, by providing data on the effectiveness of the Council's systems and processes (OEI Survey) so that they can be reviewed and improved where required.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

The risks to the Council and Community are the risks that are associated with running a low performing business and reduced business effectiveness such as increased management costs, (such as costs associated with measure such as, increased turnover, rework & industrial claims) & reduced customer satisfaction.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

These risks often result in 'hidden' long term business costs, such that the business will continue to deliver outcomes, however, over time the effectiveness of staff and quality of work performed is not high performing but the outcomes of this may not be directly related to a cost to the business. The risk is rated as Medium 19.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

Constraints to the project include:

- Staff not adopting the desired Organisational Values and Behaviours consistently and being required to be performance managed;
- Executive Team Member and Senior Managers not adopting the desired Organisational Values and Behaviours and Constructive leadership styles; and
- The budget to undertake the ongoing surveys and 360<sup>o</sup> surveys is not provided, resulting non-targeted action and project planning.

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

Organisational Strategy – the data from the surveys provides statically valid information and a proven planned approach to Culture Development, business excellence and Continuous improvement.

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**  
Yes – with the option to use external facilitators and coaches that are accredited in Human Synergistics.
- **If yes, will resources be required from other Council Departments/Divisions?**  
**Who are the Project team members?**
  1. Manager, Organisational Development, Nicole Newton, Accredited Human Synergistics Administrator and Coach; and
  2. Managers and Staff will be required to attend to Culture Development Workshops and development team individual action plans.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 2022- 2023 \$</b>	<b>Year 2 2023-2024 \$</b>	<b>Year 3 2024- 2025 \$</b>	<b>Year 4 2025-2026 \$</b>
<b>Expenditure</b>					
• Contracted Services	(18 Managers) External Coaching \$3000		(18 Managers) External Coaching \$3000		(18 Managers) External Coaching \$3000
• Product Purchases	18 LSI Surveys \$10,000		18 LSI Surveys \$10,000 OCI/OEI Survey \$25,000		18 LSI Surveys \$10,000
• Consultation Costs					
• To be taken from the Training & Development Budget					
<b>Total Funds Requested (b)</b>	<b>\$13,000</b>		<b>\$38,000</b>		<b>\$13,000</b>

<b>APPROVALS</b>
------------------

<b>1. FUNDING SUBMISSION GENERATED BY STAFF</b>
-------------------------------------------------

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

<b>2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER</b>
-------------------------------------------------------------

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_

*(Insert name & title of General Manager/Staff)*

<b>3. EXECUTIVE MANAGEMENT GROUP REVIEW</b>
---------------------------------------------

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

# Attachment C

## 2021-2022 Operating and Capital Projects Budget

---

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

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Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
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*City of*  
**Norwood  
Payneham  
& St Peters**



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

Street Tree Planting Program

RESPONSIBLE GENERAL MANAGER:

General Manager, City Services

PROJECT OWNER:

Cr Scott Sims and Cr Kester Moorhouse

PROJECT MANAGER:

City Arborist

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The purpose of this bid is to increase the minimum street tree planting program to 700 trees per financial year, from the current minimum of 300.

The Council's Tree Strategy has been budgeted for but has not yet been delivered. In the absence of a formal Tree Strategy giving strategic direction, the Council needs to show leadership and increase our street tree planting program to be in line with the *30 Year Plan for Greater Adelaide* and do so in a timely manner. This will help meet community expectations and the Council's street tree planting program with comparable metropolitan councils. Note that Council received two verbal submissions from the public for last year's annual budget, both requesting an increase to our street tree planting.

The City of Norwood Payneham & St Peters, through a metropolitan wide project, has measured tree canopy coverage using LiDAR (Light Detection & Ranging) technology. The data shows that tree canopy cover is approximately 24% of the City of Norwood Payneham & St Peters land mass. This is well below the recommended target of 30% cover, identified in the *30 Year Plan for Greater Adelaide* and adopted by the Council.

Urban infill means our City's green coverage will decrease if no action is taken. This is exacerbating the urban heat island effect, which in turn increases energy costs (e.g. increased need for air conditioning), air pollution levels and heat related illness. This is in addition to the higher average temperatures caused by climate change. Through the recent heat mapping project data shows that trees can provide a significant cooling effect for streets and surrounding buildings / structures. Trees also offer habitat for native fauna and support community wellbeing.

### PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

Trees are known to cool surrounding air temps, bring biodiversity, add value to streetscapes, provide a sense of community pride, increase property prices etc.

A minimum of 700 new trees planted on streets or the public realm per financial year will further increase the City's canopy cover. In the absence of a Tree Strategy staff should use a strategic approach to planting e.g. use LiDAR and heat mapping data to focus planting along streets and suburbs with less than 30% canopy cover or identified as a hotspot.

### RELATIONSHIP TO CITYPLAN 2030

## How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.*

### Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 4.3 Thriving and healthy habitats for native flora and fauna  
Objective 4.4. Mitigating and adapting to the impacts of climate change

### Cultural Vitality:

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

### Economic Prosperity:

A dynamic and thriving centre for business and services.

### Environmental Sustainability:

A leader in environmental sustainability.

By increasing tree canopy cover and green spaces, the Council can create a cooler urban area that improves biodiversity, contributes to the economy and promotes community health.

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

#### Culture & change

An engaged and committed workforce that is outcome focussed

The *City Plan2030* is outcome focussed and provides Council staff with clear expectations and directions regarding the minimum number of street trees to plant. Strategic direction will then come from the Trees Policy but in its absence LiDAR and heating mapping data should be utilised.

#### Capability

Enabling Organisational capability and capacity through "Our People"

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

## ADDITIONAL CONSIDERATIONS

## RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The risk of the current situation is that a modest street tree planting program will lead to criticism from the community that the Council is not focussed or serious in its strategy to increase tree canopy coverage. It is more critical now than ever that Council utilizes the environmental, social and economic benefits of increasing green coverage and we do not fall behind comparable councils.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Likelihood: Likely  
Consequence: Moderate  
Risk: Substantial (14)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There is a risk that the Council will not meet its target of 30% green cover by 2045 without strategic direction (e.g. Tree Strategy) thus increasing the minimum number of new trees planted on public land each financial year will ensure there isn't a short fall in canopy cover.

There is also a risk that the Council experiences additional strain on current resources (e.g. staff time and equipment) by increasing the minimum number of new street and or open space tree plantings to 700 from 300. This funding submission considers the ongoing costs of establishment and maintenance and provides funding to meet the potential short fall in resources.

## HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes.

The Council endorsed the Resilient East Climate Change Adaption Plan in 2016, which recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the quantity of trees and other plantings in our neighbours.

In December 2020, the Council endorsed the Mid Term review of the *CityPlan 2030*. This Plan sets the target of "plant a minimum of 500 new trees per year in streets and/or public spaces. Aligns with 30 Year Plan for Greater Adelaide (2017 update) requiring an increase of 8% green cover in the City of Norwood Payneham & St Peters by 2030".

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

## RESOURCING IMPLICATIONS

### RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, purchase of new equipment and water truck to ensure new trees can establish and be maintained.

- **If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?**

No

## FUNDING REQUEST

**FUNDING IMPLICATIONS****BUDGET ESTIMATE:***(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$200,000 (400 trees @ \$500 per tree)					
• Legal Expenses						
• Equipment Purchases	\$140,000 (water truck)					
• Consultation Costs						
• Other Operational Delivery Costs		\$160,000	\$160,000	\$160,000	\$160,000	\$290,000
<b>Total Funds Requested (b)</b>	\$340,000	\$360,000	\$360,000	\$360,000		
<b>Net Funds Requested (a-b)</b>	\$340,000	\$360,000	\$360,000	\$360,000	\$360,000	\$490,000
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_

*(Insert name & title of Project Owner)*

\_\_\_\_\_

*(Date)*

Supported by

\_\_\_\_\_

*(Insert name & title of relevant General Manager)*

\_\_\_\_\_

*(Date)*

### 2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

#### THIS PROJECT HAS BEEN INITIATED BY:

Cr Scott Sims and Cr Kester Moorhouse

\_\_\_\_\_

*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

Sharon Perkins  
Chris McDermott  
Paul Mercorella

\_\_\_\_\_

*1(Insert name & title of General Manager/Staff)*

### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

#### APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*



# FUNDING SUBMISSION

BUDGET YEAR: 2021-2022.

TYPE OF FUNDING REQUEST:  MINOR  MAJOR

PROJECT NAME:

2022 Tour Down Under

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Events Coordinator

PROJECT MANAGER:

Events Coordinator

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The proposal is for the Council to host a stage of the 2022 Tour Down Under and an associated event.

Subject to the Tour Down Under Australia being held and the Expression of Interest being successful, the Council will also host its Norwood on Tour Street Party as part of the 2022 Tour Down Under.

### PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

*Consider for example the following*

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

Hosting a Stage of the Tour Down Under provides the Council with an ideal opportunity to become involved with a major international sporting event and promote the City to local, interstate and overseas visitors. The Tour Down Under attracts media attention from all over the world, therefore providing a perfect platform for the Council to market the City as a tourism destination to an international audience. Additionally, the proposed event and activities will aim to showcase the precinct and keep visitors in the area after the start of the race, therefore encouraging visitor expenditure in local retail outlets, cafes and other businesses.

**RELATIONSHIP TO CITYPLAN 2030****How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents*

**Social Equity:**

A connected, accessible and pedestrian friendly community.

**Not Applicable**

**Cultural Vitality:**

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

The Council has recognised that the staging of events and festivals is an integral part of building a strong community as well as building a strong business sector and economy.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

A stage of the Tour Down Under event attracts up to 40,000 spectators and will provide both national and international exposure to The Parade.

**Environmental Sustainability:**

A leader in environmental sustainability.

**Not Applicable**

## RELATIONSHIP TO ORGANISATIONAL STRATEGY

### How will the deliverables of the project contribute to the Councils Organisational Strategy

*Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.*

---

#### Culture & change

An engaged and committed workforce that is outcome focussed

---

**Not Applicable**

---

#### Capability

Enabling Organisational capability and capacity through "Our People"

---

**Not Applicable**

---

#### Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

---

**Not Applicable**

---

#### Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

---

**Not Applicable**

---

#### Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

---

**Not Applicable**

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

There are a number of risks associated with events which need to be managed effectively during the set-up, duration and the pack down of the event, therefore an Event Risk Management Plan will be developed to ensure all risks associated with the event are managed effectively.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

### HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

*i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.*

Not Applicable

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

### RESOURCING IMPLICATIONS

#### RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?  
Who are the Project team members?*

The Council's Events Coordinators will liaise with the Tour Down Under organisers in terms of managing the event.

The Communications Unit Staff will assist with promotion of the event.

External resources will include:

- Contractors (Infrastructure, Waste Management, Road Closures, etc)
- Entertainment

The Parade Traders will also be invited to participate in the event. The Eastside Wine & Ale Trail traders will also be invited to participate in the event.

<b>FUNDING REQUEST</b>
------------------------

<b>FUNDING IMPLICATIONS</b>
-----------------------------

**BUDGET ESTIMATE:**
*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

**TABLE 1: BUDGET BREAKDOWN**

	<b>Current Year \$</b>	<b>Year 1 \$</b>	<b>Year 2 \$</b>	<b>Year 3 \$</b>	<b>Year 4 \$</b>	<b>Year 5 \$</b>
<b>Source of External Funding</b>						
• Grant Funding						
• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>105,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>105,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS**

**1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
*(Insert name & title of Project Owner)*

\_\_\_\_\_  
*(Date)*

Supported by

\_\_\_\_\_  
*(Insert name & title of relevant General Manager)*

\_\_\_\_\_  
*(Date)*

**2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**

**THIS PROJECT HAS BEEN INITIATED BY:**

\_\_\_\_\_  
*(Insert name of Elected Member)*

Additional Information and/or funding submission has been prepared by:

\_\_\_\_\_  
*(Insert name & title of General Manager/Staff)*

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

*(If not approved, provide a brief summary of the reasons)*

## **2.3 EASTERN HEALTH AUTHORITY DRAFT 2021-2022 ANNUAL BUSINESS PLAN AND BUDGET**

---

**REPORT AUTHOR:** General Manager, Corporate Services  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4585  
**FILE REFERENCE:** qA69175/A146059  
**ATTACHMENTS:** A

---

### **PURPOSE OF REPORT**

The purpose of this report is to present to the Council the Eastern Health Authority (EHA) Draft 2021-2022 Annual Business Plan and Budget for endorsement.

### **BACKGROUND**

Eastern Health Authority (EHA) is a Regional Subsidiary established pursuant to Section 43 of the Local Government Act 1999, for the purpose of providing environmental health services to the Constituent Councils. The other Constituent Councils are the Cities of Burnside, Campbelltown and Prospect and the Town of Walkerville.

Pursuant to Clause 8 of the Eastern Health Authority Charter (the Charter), EHA must prepare an Annual Business Plan which informs and supports the Authority's Annual Budget.

Upon completion of the draft Annual Business Plan and Budget, pursuant to Clause 8.1 (c) of the Charter, the EHA must provide the draft Annual Plan to the Constituent Councils for the purposes of obtaining consent from the Constituent Council's.

The Annual Business Plan and Budget can only be adopted by the EHA Board, with absolute majority approval of the Constituent Councils.

### **RELEVANT STRATEGIC DIRECTIONS & POLICIES**

Not Applicable.

### **FINANCIAL AND BUDGET IMPLICATIONS**

As a Constituent Council, there are financial implications for the Council's budget, emanating from the EHA Draft 2021-2022 Annual Business Plan and Budget.

As a receiver of services provided by EHA, the Council's budget includes an annual fee of \$572,000 for the provision of the environmental health services which are provided by EHA. In addition, the Council must also account for its share of EHA's operating result.

The financial implications are discussed in detail in the Discussion section of this report.

### **EXTERNAL ECONOMIC IMPLICATIONS**

Nil

### **SOCIAL ISSUES**

Nil

### **CULTURAL ISSUES**

Nil

## ENVIRONMENTAL ISSUES

Nil

## RESOURCE ISSUES

Nil

## RISK MANAGEMENT

Nil

## COVID-19 IMPLICATIONS

Not Applicable.

## CONSULTATION

- **Elected Members**  
Councillors Whittington and Knoblauch are the Council appointments to the Eastern Health Authority Board.
- **Community**  
Not Applicable.
- **Staff**  
General Manager, Urban Planning & Environment
- **Other Agencies**  
Not Applicable.

## DISCUSSION

The key priorities outlined in the Annual Business Plan include:

- implementation of the Regional Public Health Plan, '*Better Living, Better Health*' as it applies to EHA;
- continuing to undertake the necessary public health functions on behalf of Constituent Councils to protect the health and well-being of the community during the COVID-19 Pandemic. Other COVID-19 priorities include:
  - the participation in Local Government COVID-19 meetings and forums to ensure consistency of approach in relation to public health and operational matters;
  - review of the Business Continuity Plan in light of the COVID-19 Pandemic; and
  - ensure operational activities (inspections, investigations, immunisation services etc) are undertaken in line with required social distancing and hygiene measures to protect EHA employees and the community.
- promotion of EHA's online immunisation appointment booking system;
- conduct immunisation surveys to gain client feedback for use in development of the 2021 Clinic Immunisation Timetable;
- implement improvements to the recalls and reminders for overdue immunisation clients; and
- undertake the organisation service review which considers the current scope and delivery of public and environmental health services by EHA to its Constituent Councils.

EHA has advised that significant influences on the Annual Business Plan and in particular the Draft Budget, include:

- EHA's response to the COVID-19 Pandemic;
- the reduction of income from the School Based Immunisation Program, due to the finalisation of the Year 11 catch-up program during 2019-2020. The 2020-2021 program is based on the immunisation of Year 8 and 10 students only;
- immunisation services no longer being provided to the City of Unley;
- the commencement of the Adelaide Public Health Network Immunisation Community Engagement Partnership Project; and
- Enterprise Bargaining wage increases for staff.

EHA's main source of income to fund its operations is contributions from its Constituent Councils. To deliver the Annual Business Plan, EHA requires contributions of \$1,828,263 (which equates to a 2.1% or \$33,589 increase on 2020-2021) to fund the operational expenditure, with the respective Councils contribution being based on the weighted activities across nine (9) categories which are detailed in Table 1 below.

**TABLE 1: ACTIVITY WEIGHTING**

Activity Description	Activity Weighting	NPSP Share
Administration	12.5%	2.50%
Number of Food Premises	35.0%	13.08%
Environmental Health Complaints	7.0%	0.60%
Supported Residential Facilities	6.5%	2.24%
Cooling Towers	6.5%	1.30%
Hairdresser/Beauty	6.5%	2.08%
Swimming Pools	2.0%	0.19%
Year 8/10/11 Enrolments (Vaccinations)	15.0%	4.68%
Average Number of Clients Receiving Vaccinations	15.0%	4.60%

It should be noted, that the Council's ownership share of EHA has decreased from 32.74% to 31.27%, a decrease of 2.48%, driven by a reduction in the proportion of environmental health complaints received by EHA and school enrolment numbers. The Councils contribution to EHA's operations is \$571,786, a decrease of \$14,522 on 2021-2022.

The Council's Draft 2021-2022 Budget includes a funding allocation of \$571,786 for the provision of environmental health services and for its share the operational service review. Given that EHA is forecasting a break even operating result, the Council's draft 2021-2022 Budget does not need to be adjusted to include this Council's share of the EHA Operating result. A copy of the Authority's draft Annual Business Plan and Budget is contained in **Attachment A**.

## OPTIONS

The Council can choose not to endorse the Draft 2021-2022 Annual Business Plan and Budget, however, there are no specific issues or activities which present a financial or risk management issue for this Council to take this course of action.

## CONCLUSION

EHA's Business Plan is consistent with previous years Business Plans and is in-line with the objectives set out in its Charter. While the Authority's Charter does not require the Constituent Councils to endorse the Draft Budget, however by virtue of the endorsement of the Business Plan, the Council is also ostensibly endorsing the EHA Draft Budget. The Business Plan, as contained in **Attachment A** does not present any specific issues or activities which would create a financial or risk management issue for this Council,

## COMMENTS

Nil

**RECOMMENDATION**

That the Eastern Health Authority be advised that pursuant to Clause 8 of the Charter, the Council has considered and hereby approves the Authority's Draft 2021-2022 Business Plan.

## **Attachments – Item 2.3**

# Attachment A

## Eastern Health Authority Draft 2021-2022 Annual Business Plan and Budget

---

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

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*City of*  
**Norwood  
Payneham  
& St Peters**



# Annual Business Plan 2021/22



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About Eastern Health Authority ..... 2

Overview of the Annual Business Plan ..... 3

Funding the Annual Business Plan and Budget..... 5

Financial Indicators ..... 6

Activities for 2021-2022

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    3.0 - Public and Environmental Health ..... 12

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Eastern Health Authority Budget Financial Statements 2021-2022..... 27

The Eastern Health Authority (EHA) Charter requires an Annual Business Plan to support and inform its Annual Budget which:

- includes an outline of:
  - (i) EHA's objectives for the financial year
  - (ii) the activities that EHA intends to undertake to achieve those objectives
  - (iii) the measures (financial and non-financial) which EHA intends to use to assess its performance against its objectives over the financial year
- assesses the financial requirements of EHA for the financial year and taking those requirements into account, sets out a summary of its proposed operating expenditure, capital expenditure and sources of revenue
- sets out the structure for determining Constituent Council contributions for the financial year

The Budgeted Financial Statements can be found on pages XX and consist of a Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows and Statement of Changes in Equity.

This document presents the Annual Business Plan for EHA for the 2021-2022 financial year.



## ABOUT EASTERN HEALTH AUTHORITY

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Section 43 of the *Local Government Act 1999* enables two or more councils (known as Constituent Councils) to establish a regional subsidiary to perform a function of the council in a joint service delivery arrangement.

The Constituent Councils listed below established Eastern Health Authority in 1986 to discharge their respective environmental health responsibilities that are mandated in the *South Australian Public Health Act 2011, Food Act 2001 and Supported Residential Facilities Act, 1992*

- City of Burnside (Burnside)
- Campbelltown City Council (Campbelltown)
- City of Norwood Payneham and St Peters (NPSP)
- City of Prospect (Prospect)
- The Corporation of the Town of Walkerville (Walkerville)

EHA undertakes a wide range of functions on behalf of its Constituent Councils to protect the health and wellbeing of approximately 160,000 residents plus those people who visit the region. These functions include the provision of immunisation services, hygiene and sanitation control, licensing and monitoring of Supported Residential Facilities (SRFs) and surveillance of food premises.

The table below provides a snapshot of the environmental health services provided for each Constituent Council.

**Table 1: Snapshot of the environmental health services provided for each Constituent Council**

Activity Data	Burnside	C/Town	NPSP	Prospect	Walkerville	Total
No. of Food Premises	296	299	494	188	45	1,322
Swimming Pools	19	6	13	2	3	43
High Risk Manufactured Water Systems	9	8	10	2	0	29
Supported Residential Facilities	1	2	1	1	0	5
Environmental Health Complaints	39	60	55	24	7	185
Hairdresser/Beauty Treatment Premises	71	64	108	33	12	288
Number of high school student enrolments	1,432	1,219	1,414	270	195	4,530
Average clients receiving vaccines at public clinics	916	1,166	1,152	295	228	3,757

## OVERVIEW OF THE BUSINESS PLAN

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EHA develops an Annual Business Plan for the purposes of translating strategic directions into actions, outputs and outcomes for the relevant financial year.

EHA has set the following priorities as part of the 2021-2022 Annual Business Plan:

### Priorities

- Implement the elements of the Regional Public Health Plan, 'Better Living, Better Health' as they apply to EHA.
- Formally commence the SA Health Food Star (voluntary) Rating Scheme.
- Participate in Local Government COVID-19 meetings and forums to ensure consistency of approach in relation to public health and operational matters where applicable.
- Administer any required COVID-19 State Directions and undertake the required surveillance based on advice received from the LGFSG who are considered as our lead agency.
- Review of the EHA Business Continuity Plan considering COVID-19.
- Ensure operational activities (inspections, investigations, immunisation services etc) are undertaken in line with required physical distancing and hygiene measures to protect EHA employees and the community.
- Use advocacy of Adelaide PHN to encourage State and Federal Government to include EHA services for current / ongoing phases of COVID-19 vaccination.
- Promotion of online immunisation appointment system.
- Provision of School Based Immunisation Program to Year 8 and 10 students.
- Engagement with schools to provide immunisation information when requested.
- Continue the Adelaide PHN – Immunisation Community Engagement partnership project.
- Continue to develop the EHA Immunisation brand.
- Conduct immunisation surveys to gain client feedback for use in development of the 2022 Clinic Immunisation Timetable.
- Update and expand the current wastewater register to clearly identify systems installed in areas not connected to sewer system.
- Develop school temporary event fair/fete information pack.
- Undertake a service survey and investigate the feedback to identify areas of improvement and development of further educational materials within the food safety area.

## FUNDING THE BUSINESS PLAN AND THE BUDGET

EHA bases its expenditure on the services required to ensure its Constituent Councils are meeting their wide range of legislative responsibilities which are mandated in a range of legislation including the *South Australian (SA) Public Health Act 2011; Food Act 2001; Supported Residential Facilities Act 1992* and the *Local Government Act 1999*.

The forecast for the 2021/2022 financial year is that EHA’s operating result will be a breakeven result. To achieve this operating budget result, a total of \$1,828,263 will be raised through contributions from our Constituent Councils for operational expenditure.

Sources of revenue other than Constituent Council contributions which are utilised to fund the activities of EHA are listed on below.

**Statutory Charges** relate mainly to fees and fines levied in accordance with legislation and include food inspection fees, supported residential facility licences, and environmental health related fines.

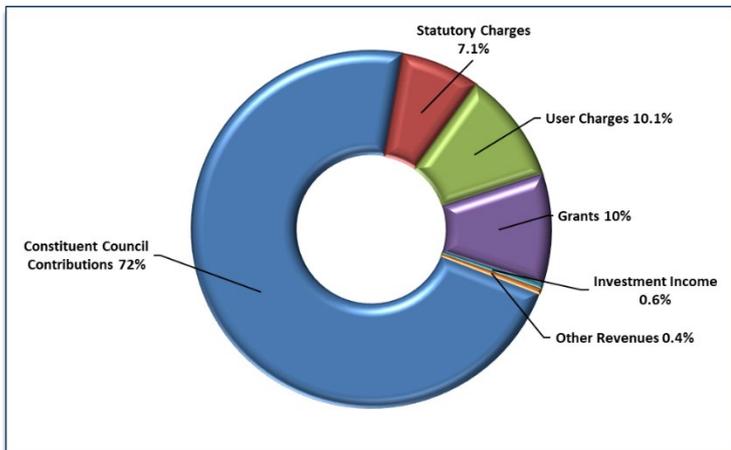
**User Charges** relate to the recovery of service delivery costs through the charging of fees to users of EHA’s services. These include the provision of food safety audit services, workplace immunisation programs and fee vaccines at community immunisation clinics.

**Grants** which include monies received from State and Federal Governments for the purposes of funding the delivery of the programs such as immunisation services.

**Investment income** which includes interest on operating cash held with the Local Government Finance Authority.

**Other Revenues** relate to a range of unclassified items which do not fit within the main income categories.

Graph 1 – Funding Sources



## FINANCIAL INDICATORS

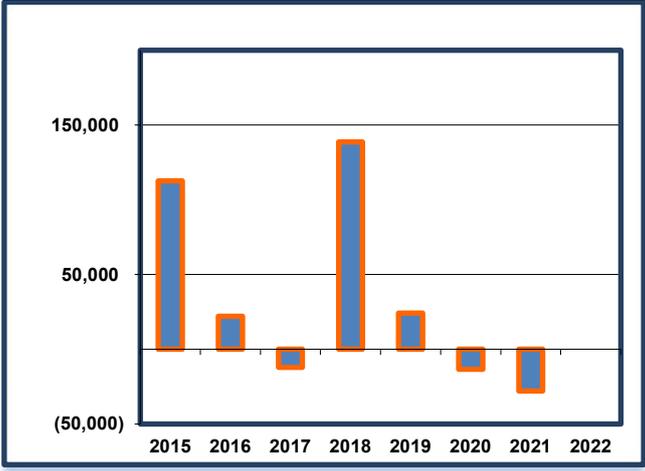
A series of financial indicators have been developed by local government to assist in determining whether a local government organisation is financially sustainable or moving to a position of financial sustainability. Indicators with relevance to EHA are set out below.

**Operating Surplus (Deficit)** indicates the difference between day-to-day income and expenses for the particular financial year.

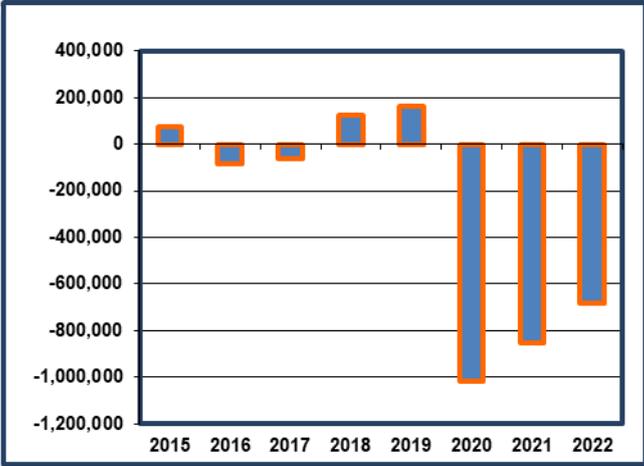
**Net Financial Assets** indicates the money held, invested or owed to EHA less money owed to others (including provisions for employee entitlements).

**Net Financial Assets Ratio** indicates the extent to which net financial assets of a subsidiary can meet its operating revenue.

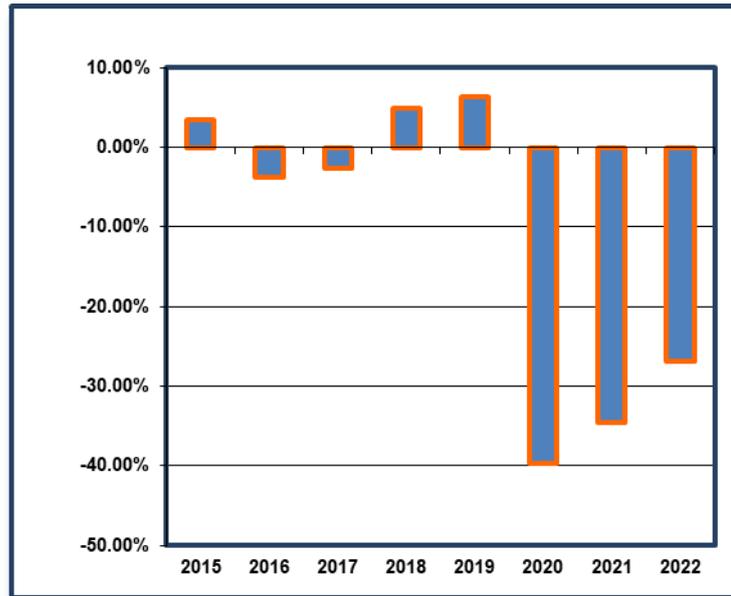
Graph 2: Operating Surplus / (Deficit)



Graph 3: Net Financial Assets



Graph 4: Net Financial Assets Ratio



Note – Net Financial Assets have been impacted by application of AASB Standard 16 Leases as they relate to building and vehicle leases.

Another useful financial indicator is the percentage of Constituent Council total expenditure used on Public Health services provided by EHA as seen in Table 2 below.

Table 2: Each Constituent Council's expenditure on Public Health services provided by EHA

	Constituent Council Contribution 2020/2021	Operating Expenditure 2020/2021	EHA as % of Expenditure
<b>Burnside</b>	\$ 438,131	\$ 48,755,000	0.90%
<b>Campbelltown</b>	\$ 452,548	\$ 51,386,969	0.88%
<b>NPSP</b>	\$ 586,308	\$ 45,248,000	1.30%
<b>Prospect</b>	\$ 210,656	\$ 25,703,000	0.82%
<b>Walkerville</b>	\$ 103,032	\$ 10,196,985	1.01%
<b>Total Constituent Council Expenditure</b>	\$ 1,790,674	\$ 181,289,954	0.99%

## ACTIVITIES FOR 2021-2022

The following information reflects the actions which will be performed to achieve the objectives for EHA over the next 12 months.

### 1.0 – Governance and Organisational Development

#### Background

Practices which ensure EHA conducts its business in an effective manner include the provision of appropriate support to the Board of Management, sound financial and human resource management and good governance and administration procedures.

#### Objective 1 Administration of legislative and corporate governance requirements

Actions	Performance Measures
1.1 Monitor the compliance of statutory requirements identified in the Charter.	Statutory requirements complied with as per Charter.
1.2 Properly convene Board meetings providing agendas and minutes.	5 meetings conducted. Appropriate notice given. Timeframe met.
1.3 Conduct election for Chair and Deputy Chair of Board of Management in February.	Election conducted at February meeting.
1.4 In accordance Clause 6.5 of EHA's Charter 2016, undertake the required strategies to attain any priority or goal which the Regional Public Health Plan, 'Better Living, Better Health' (the Plan) specified as EHA's responsibility.	As detailed in 'Better Health, Better Living' 'Protection for Health'.
1.5 Provide administrative assistance to the Public Health Plan Advisory Committee.	Meetings conducted as required.
1.6 Annual business plan to be developed with detailed objectives for the year in consultation with Constituent Councils.	Draft considered at April/May meeting and adopted at June meeting.
1.7 Develop budgeted financial statements to implement the Annual Business Plan of EHA. Draft Budgeted Financial Statements considered at April/May meeting. Budgeted Financial Statements adopted at June meeting.	Budget and Financial Statements adopted. Copy of budget provided to CEO of Constituent Councils within 5 days of adoption.
1.8 Keep proper books of account, regularly report on the financial position of EHA, and apply prudent financial management as required by the Charter.	Financial reports provided at each Board Meeting. Budget reviews presented at October, February and May meetings.

<b>Actions</b>	<b>Performance Measures</b>
1.9 Conduct Audit Committee meetings as required by Charter.	Audit committee meet minimum of two times per annum.
1.10 Ensure the financial statements are audited annually as per the requirements of the Charter.	Audited financial statements adopted at August/September meeting and provided to Constituent Councils within 5 days.
1.11 Monitor Long Term Financial Plan.	Plan reviewed annually as part of budget process.
1.12 Provide regular statistical reports to Board Members and Constituent Council.	Reports provided at scheduled Board meetings.
1.13 Conduct review of delegations as required. Lead Constituent Councils in process. Resolutions and Instruments of delegation provided to Constituent Councils.	Documents provided to Constituent Councils. Delegations from EHA to CEO reviewed as required.
1.14 Provide information to the Board of Management in relation to public health reforms and provide written responses on behalf of EHA and Constituent Councils to State Government.	Information reports provided to Board and distributed to Constituent Councils as required.
1.15 Compile annual report in relation to the operations of EHA as required by the charter.	Annual report provided to Constituent Councils by 30 September.
1.16 Compile report pursuant to the <i>South Australian Public Health, Act 2011</i> in relation to the operations of EHA as required by legislation.	Report adopted at relevant Board meeting and provided to Public Health Council.
1.17 Compile annual report pursuant to the <i>Food Act 2001</i> and <i>Safe Drinking Water Act, 2011</i> in relation to the operations of EHA as required by legislation.	Report adopted at August meeting and provided to SA Health.
1.18 Compare Annual Business Plan against performance measures.	Report presented to September meeting.
1.19 Convene meetings of Constituent Council nominated contacts. Work with contacts to actively promote EHA's services to the Constituent Councils.	4 meetings conducted per year.
1.20 Maintenance of electronic records management system to properly maintain records and reference documents of EHA.	System developed to ensure appropriate standards are being met.
1.21 Continually review the EHA website to improve the functionality and available information and educational material.	Improved website functionality and available information.

<b>Actions</b>	<b>Performance Measures</b>
1.22 Finalise the EHA Customer Service Public Health Enquiry Guidelines.	Document finalised.
1.23 Explore the potential for the expansion of service provision to areas outside of its current Constituent Council areas.	Report to Board on expansion opportunities.
1.24 Maintenance of Health Manager (electronic database) and Mobile Health (inspection App). Continue to expand Health Manager and Mobile Health internal and external functionality, to improve inspection, complaint and administrative efficiency and reporting capabilities.	Introduce new applications and reporting capabilities where required. Continue to liaise with Open Office to discuss new applications.
1.25 Participate in the Environmental Managers Forum to address environmental health issues and promote uniformity and professional consistency.	Management to attend and participate in the Environmental Managers Forum meetings.
1.26 Engage with LGA, non Government Organisations and state and local government authorities to review best practice standards and promote uniformity and professional consistency.	Engage and actively participate in opportunities to promote consistency.
1.27 Continue membership and actively participate in the Eastern Adelaide Zone Emergency Management Committee to develop and finalise the Eastern Zone Emergency Management Plan.	Attend the Eastern Adelaide Zone Emergency Management Committee and actively contribute towards the development of the Eastern Zone Emergency Management Plan.

**Objective 1.1 Professional, skilled and committed staff providing valued services to the community**

A work environment which helps to promote a dynamic and committed workforce is a priority for EHA. Organisational capacity is created through encouraging collaboration and peer support. Our staff who create and retain our Knowledge Capital are our most valuable asset.

<b>Actions</b>	<b>Performance Measures</b>
1.1.1 Ensure that EHA is properly staffed and resourced in order to carry out its responsibilities.	Continually review staff resources and report to Board if required.
1.1.2 Performance development framework used to support staff and link to day-to-day and long-term activities within the Annual Business Plan and Public Health Plan and to provide for an equitable workload.	Performance development framework and staff portfolios reviewed annually.
1.1.3 Provide continuing professional development opportunities through ongoing education and training which is relevant to roles within EHA.	Training and education opportunities provided to staff.
1.1.4 Continue to foster team cohesiveness and support effective teamwork.	Training and team building activities provided to staff.
1.1.5 Encourage staff to be members of their relevant professional organisation. Support participation and EHA representation at professional Special Interest Groups to promote uniformity, professional consistency and to discuss the latest information in relation to public health issues affecting local government.	Encourage membership and active participation.
1.1.6 Provide systems for a safe working environment with appropriate Work Health and Safety (WHS) practices in place.	WHS to be discussed at all team and general staff meetings. Provide appropriate training and equipment to new staff.
1.1.7 Review the Work Health Safety action plan outlining program of improvements required in EHA's WHS 3 Year Plan.	Action plan reviewed with input from staff.
1.1.8 Periodic review of EHA's induction program to ensure EHA staff are and familiar with EHA's methods of operation upon commencement of employment.	Periodic review and induction program updated.

## 2.0 – Public and Environmental Health

### Background

*Environmental Health is the branch of public health that focuses on the interrelationships between people and their environment, promotes human health and well-being, and fosters healthy and safe communities. website: NEHA*

The *South Australian Public Health Act 2011* (the Act) and Regulations aims to provide a modernised, flexible, legislative framework to respond to both traditional and contemporary public health issues. The Act and Regulations are mechanisms employed by EHA to fulfil its duty of care on behalf of the Constituent Councils with the following public health issues:

- management of domestic squalor and hoarding
- clandestine drug laboratory
- vector control
- surveillance of swimming pool, spa pool, cooling tower and warm water system operations
- assessment of hairdressing salons, beauty salons, acupuncture clinics and tattoo parlours
- approval and inspection of waste control systems
- prevention and control of notifiable diseases
- discharge of waste to stormwater

Environmental health professionals also have a critical function in mitigating public health risks during a response to a disaster. An emergency management plan that integrates with the Eastern Regional Disaster Management Plan has been developed to ensure appropriate linkages are in place with emergency service agencies and the councils EHA serves.

An extension to public health is the licensing of Supported Residential Facilities (SRF's). SRF's provide accommodation to people in the community who require personal care and support. EHA is licensing authority of all SRF's within the Constituent Councils. The *SRF Act, 1992* ensures adequate standards of care and amenity are provided at these facilities to protect the health and wellbeing and rights of the residents.

To protect the health and well-being of the community during the COVID-19 crisis, it is imperative for EHA to continues to undertake the necessary functions on behalf of its Constituent Councils. These functions are controlled by the limitations set by the Federal

Government Restrictions and State Government Directions. The surveillance and investigation of the necessary environmental health provisions during the COVID-19 crisis will be modified to acknowledge the advice received from the LGFSG who are considered as our lead agency.

Where inspections and investigations are undertaken, the Environmental Health Officers ensure they practice the required physical distancing and hygiene measures to protect themselves and the community.

**Objective 2**      **Promote healthy communities by managing the risk from communicable and infectious disease and environmental impacts**

Actions	Performance Measures
<p>Maintain and update a register of applicable public health related premises. Public Health related premises are:</p> <ol style="list-style-type: none"> <li>1. premises with public swimming pools and spas</li> <li>2. premises with cooling tower systems and warm water systems</li> <li>3. personal care and body art</li> <li>4. onsite wastewater management systems</li> </ol> <p>Maintain and update a register of all public health related complaints.</p>	<p>Register maintained and updated as required.</p>
<p>2.2. Undertake assessments and investigate complaints to determine appropriate standards of public swimming pools and spas are maintained in accordance with the <i>South Australian Public Health (General) Regulations 2013</i>.</p> <p>Inspection frequency may change subject to compliance.</p>	<p>All indoor pools assessed twice a year and outdoor pools once a year. Investigate and respond to complaints in accordance with the customer service standards.</p>
<p>2.3 Undertake assessments and collect water samples for analysis to determine appropriate standards of cooling towers and warm water systems for the management of <i>Legionella</i> in accordance with <i>South Australian Public Health (Legionella) Regulations 2013</i>.</p>	<p>Assessments performed at least annually.</p>
<p>2.4 Investigate notifiable <i>Legionella</i> incidences and high <i>Legionella</i> counts in accordance with SA Health guidance and internal procedures.</p>	<p>Investigate incidences in accordance with EHA service standards and SA Health guidance.</p>
<p>2.5 Undertake assessments and investigate complaints to determine appropriate standards at personal care and body art premises are maintained in accordance with guidelines and legislation.</p>	<p>Assessments performed according to risk-based schedule. Investigate and respond to complaints in accordance with the customer service standards.</p>
<p>2.6 Assess applications and undertake the required inspections for the installation of on-site wastewater systems in accordance with <i>South Australian Public (Wastewater) Regulations 2013</i>, the On-site Wastewater System Code 2013 and AS 1547 internal procedures, and service standards.</p>	<p>Applications assessed and onsite inspections undertaken in accordance with the legislative requirements.</p>
<p>2.7 Monitor service reports for aerobic wastewater treatment systems to identify non-compliances. Ensure non-compliances are addressed in accordance with <i>South Australian Public (Wastewater) Regulations 2013</i>.</p>	<p>Monitor service reports for wastewater treatment systems to identify non-compliances.</p>

Actions	Performance Measures
<p>2.8 Update and expand the current wastewater register to clearly identify systems installed within the non-sewered Constituent Council areas.</p>	<p>Update and expand the current register.</p>
<p>2.9 Respond to public health enquiries/complaints within the built environment that give rise to a risk to health in relation to:</p> <ul style="list-style-type: none"> <li>- hoarding and squalor</li> <li>- sanitation</li> <li>- vector control</li> <li>- hazardous and infectious substances <ul style="list-style-type: none"> <li>clandestine Drug Laboratory</li> <li>asbestos</li> <li>syringes</li> </ul> </li> <li>- on-site wastewater systems</li> <li>- notifiable diseases</li> <li>- refuse storage</li> <li>- COVID-19 (physical distancing)</li> </ul> <p>Co-ordinate a multi-agency response where necessary.</p> <p>Undertake joint investigations with Constituent Councils where there may be an overlap relating to offences relating to <i>SA Public Health Act 2011, Environmental Protection (Water Quality) Policy 2015 and the Local Nuisance and Litter Control Act, 2017.</i></p>	<p>Enquiries/complaints are investigated in accordance with the customer service standards and Guidelines.</p> <p>Undertake joint investigations with Constituent Councils where required.</p>
<p>2.10 Administer the COVID-19 State Directions and undertake the required surveillance and report where required to SAPOL based on advice received from the Local Government Functional Support Group (LGFSG) who are considered as our lead agency.</p> <p>Continue to report COVID-19 physical distancing breaches on the LGA i-Responda Portal as advised and required by the LGA.</p>	<p>Surveillance and reporting as required by LGFSG.</p>
<p>2.11 Provide information to households informing them of localised pests/vector issues that can be minimised. Provide rodent bait to residents upon request.</p>	<p>Provide information and rodent bait to residents as required.</p>
<p>2.12 Undertake relevant notifiable disease investigations in collaboration with SA Health.</p>	<p>Respond to disease notifications in accordance with customer service standards and SA Health guidance.</p>
<p>2.13 Provide advice and information materials to residents about air quality concerns including the installation, operation and standards of solid fuel burning appliances.</p>	<p>Information available to community and via website as required.</p>
<p>2.14 Assist members of the community by offering approved sharps containers at cost price. Free disposal for residents of full and approved sharps containers delivered to EHA.</p>	<p>Provide sharps containers at cost price and free disposal service to residents as required.</p>

Actions	Performance Measures
2.15 Continue to co-ordinate and attend the Eastern Hoarding and Squalor Committee meetings to promote interagency management of residents affected by hoarding and squalor.	Coordinate and attend the Eastern Hoarding and Squalor meetings.
2.16 Participate in Metropolitan Fire Service fire risk notification system.	Notify MFS when required as per the notification process.
2.17 Respond to development application referrals from councils regarding public health related premises and activities.	Respond to all referrals in accordance with the customer service standards.
2.18 Monitor providers who supply water to the public under the <i>Safe Drinking Water Act 2012</i> to meet the requirements set out by the Act and <i>Safe Drinking Water Regulations 2012</i> .	Continue to monitor potential water providers to ensure compliance with the Act and associated regulations.

**Objective 2.1 An innovative approach to public and environmental health through community and business education and interaction to increase awareness and understanding**

Actions	Performance Measures
2.1.1 Develop and maintain a comprehensive range of health education and promotion material targeting public health issues incorporating the resources of other health related agencies.	Information resources updated as required.
2.1.2 Promote EHA services and educate the community on matters of public health in conjunction with Constituent Councils.	Provide information updates and articles to Constituent Councils as required.
2.1.3 Participate in State/National proactive educational initiatives that raise awareness of public health related issues amongst the community.	Number of proactive educational activities conducted each year.

**Objective 2.2 Promote a safe and home-like environment for residents by ensuring quality of care in supported residential facilities**

Actions	Performance Measures
2.2.1 Assess applications for new licences, licence renewals and transfer of licence with regard to SRF legislation and within legislative timeframes.	Applications processed within legislative timeframes.

	<b>Actions</b>	<b>Performance Measures</b>
2.2.2	Assess applications for manager and acting manager with regard to SRF legislation.	Applications processed in accordance with the customer service standards.
2.2.3	<p>Conduct relicensing audits of facilities with regard to SRF legislation.</p> <p>Incorporate appropriate annual fire safety requirements from the Constituent Councils Building Fire and Safety Officers.</p>	<p>Unannounced audits conducted at all facilities. Issue of licences annually with conditions where required.</p> <p>Fire safety advice obtained annually. If required, include as licence conditions as agreed between EHA and Constituent Councils.</p>
2.2.4	Conduct follow-up inspections to ensure facilities continue to operate at satisfactory standards in accordance with the legislation.	Unannounced inspections and follow-ups conducted at SRFs where required.
2.2.5	Respond to enquiries/complaints in relation to SRFs.	Respond to all enquiries and complaints in accordance with the customer service standards.
2.2.6	Liaise with service providers to ensure residents receive appropriate levels of care.	Liaise where required.
2.2.7	Liaise with Constituent Councils and other relevant stakeholders in relation to potential SRF closures and surrender of licence, strategic management options and appropriate alternative accommodation options.	Issues investigated and reported to Board of Management and relevant council as necessary.
2.2.8	Liaise with LGA and State Government to ensure legislation applicable to SRFs is appropriate and that local government receives appropriate support for its licensing role.	Continue discussion with LGA and State Government regarding these issues.
2.2.9	Ensure COVID-19 State Directions are administered as guided by the LGFSG and DHS to protect the health and well-being of the SRF residents.	Monitor communication from LGFSG and DHS and operating within the current Directions.

**Objective 2.3**     **Minimise the public health consequences of emergencies through a planned and prepared response**

<b>Actions</b>	<b>Performance Measures</b>
2.3.1     Liaise with the Constituent Councils and Eastern Adelaide Zone Emergency Management Committee to ensure integration of emergency management arrangements.	Attend and participate in committee meetings.
2.3.2     Conduct exercises with staff to test the Emergency Management Plan and Business Continuity Plan.  Participate in any relevant exercises conducted by the Constituent Councils or by other organisations.	Conduct or participate in one exercise a year.
2.3.3     Conduct exercises with staff to test the Emergency Management Plan and Business Continuity Plan. Participate in any relevant exercises conducted within the region by other organisations.	Conduct or participate in one exercise a year.
2.3.4     Review and update emergency management information and proactively provide public health and food safety information to the community and businesses via the website or email.	Review and update as required.
2.3.5     Participate in the LGFSG and work with other agencies and councils in our emergency management zone regarding the coronavirus (COVID-19).	Participate when resources allow.
2.3.6     Review of Business Continuity Plan considering COVID-19.	Plan Finalised.
2.3.7     Emergency Management Plan strategies to be reflected in the Public Health Plan and Risk and Opportunity Management Policy and Framework to ensure consistency over the three strategic plans.	Emergency Management Plan incorporated in the Risk and Opportunity Management Policy and Framework. The Emergency Management Plan to be recognised during the public health planning process.

## 3.0 – Immunisation

### Background

Immunisation is the most cost-effective public health initiative and saves millions of lives each year and is critical for the health of children and the wider community. Immunisation is a safe and effective way of protecting people against harmful diseases that can cause serious health problems.

The National Immunisation Program (NIP) Schedule is a series of immunisations given at specific periods for children, adolescents, and adults. The NIP provides free vaccines against 17 diseases (including shingles) for eligible people and EHA delivers these vaccinations at its public clinics and school visits. EHA also offers the Annual Influenza Vaccine at its public clinics and worksites to prevent the highly contagious respiratory illnesses caused by Influenza A and B.

Each school year vaccines are provided to adolescents through the NIP's consenting School Immunisation Program (SIP). The program currently includes Year 8 and Year 10 students with year 8s receiving with two doses of human papillomavirus (HPV) and one dose of diphtheria, tetanus and whooping cough vaccine (dTpa). Year 10 students receive two doses of the Meningococcal B vaccine and one dose of Meningococcal ACWY vaccine. EHA will undertake approximately 62 visits to 17 high schools offering vaccinations to 2,450 Year 8 students and 2,492 Year 10 students.

Workplace Immunisation programs are conducted on a fee for service basis. A total of 3,466 vaccinations were provided during 98 worksite visits to EHA clients in 2020. EHA actively account manages workplace clients to ensure return business and strives to provide a professional service. Where staffing resources allow, EHA continues to pursue new business opportunities, working to increase the number of vaccinations provided by promotion of its quality on-site service. EHA offers a convenient online quote and booking system on its website where businesses, government agencies, childcare centres, schools and aged care facilities can easily coordinate a program with minimal downtime for their staff.

An Immunisation Community Engagement Project funded by the Adelaide Public Health Network has been established. The project provides immunisation program support to community groups and immunisation providers within the eastern and north eastern metropolitan area of Adelaide. EHA's specialist immunisation nurses and customer service team are working to increase vaccine uptake, through raising community and provider awareness, knowledge and confidence in immunisation delivery.

The Commonwealth's current roll out of COVID-19 vaccinations has not included EHA services to date. EHA has been monitoring all available communications from Commonwealth Government and SA Health. EHA has been in regular contact with SA Health to enquire about future involvement in delivery of COVID-19 vaccine.

<b>Actions</b>	<b>Performance Measures</b>
<p>3.1</p> <p>Ensure effective governance and delivery of a public clinic immunisation program in accordance with:</p> <ul style="list-style-type: none"> <li>• the current National Health and Medical Research Council (NHMRC) "Australian Immunisation Handbook"</li> <li>• National Vaccine Storage Guidelines 'Strive for 5, 2<sup>nd</sup> Edition</li> <li>• the <i>Controlled Substances Act 1984</i> and the <i>Controlled Substances (Poisons) Regulations 2011</i></li> <li>• Vaccine Administration Code October 2018 v 1.7</li> <li>• South Australia's Child Protection Legislation – Child Safe Environment Guidelines.</li> <li>• Immunisation Records and Inventory System (IRIS).</li> </ul> <p>Immunisation Nurses are provided with opportunities to participate in appropriate professional development opportunities.</p>	<p>Annual clinical performance evaluation.</p> <p>Annual Cold Chain audit and pharmaceutical refrigerator maintenance.</p> <p>Annual review of Child Safe Environment Guidelines and Procedures.</p> <p>Review of Immunisation Nurses CPD annually.</p>
<p>3.2</p> <p>Promotion of EHA's public immunisation clinic program through channels identified in the EHA Marketing Plan. Build Social Media presence through Constituent Council platforms to promote immunisation clinics.</p> <p>EHA website used as a tool for communication of up-to-date information relating to immunisation.</p> <p>Provide Constituent Councils with educational and promotional materials relating to immunisation for circulation.</p> <p>Continue to develop the EHA Immunisation brand.</p>	<p>Increased number of clinic timetables required and distributed.</p> <p>Review Constituent Council website and social media platforms for updated EHA information.</p> <p>Regular updates of information provided in the home page on immunisation issues.</p> <p>Source and distribute to Constituent Councils promotional and educational materials on immunisation in conjunction with Constituent Councils.</p>

Actions	Performance Measures
<p>3.3</p> <p>Improve customer experience at EHA public immunisation clinics.</p> <p>Conduct an annual review of EHA's public clinic venues and timetable.</p> <p>Continual development and promotion of online immunisation appointment booking system.</p>	<p>Review and evaluate each public clinic venue and times offered.</p> <p>Clinic Timetable reviewed and published in November.</p> <p>Increase mailout of Clinic Timetable and provision of electronic copy to relevant sites completed in December / January. Report and expand website analytical tools to monitor usage.</p> <p>Improve the access and increase in use of Immunisation Online Booking System.</p> <p>Implement program of review and reminders for residents of overdue vaccinations.</p>
<p>3.4</p> <p>Deliver School Immunisation Program (SIP) in accordance with the SA Health Service Agreement contract.</p> <p>Liaise with school coordinators and SA Health regarding implementation and evaluation of program.</p> <p>Immunisation statistics submitted via IRIS to SA Health and the Australian Immunisation Register (AIR) in accordance with contractual arrangements.</p> <p>Community engagement with schools to provide support with all immunisation matters.</p>	<p>Statistics reported to AIR within 5 days of clinics.</p> <p>All students offered vaccinations. Those absent at school are invited to EHA public clinics to catch up.</p> <p>Statistics uploaded onto IRIS for the SIP within 10 days of school visit.</p> <p>Monitor and report on coverage data for the SIP compared to the SA Average. Delivery of SIP with ongoing improvement and evaluation of coverage data. Follow up of students who missed vaccination at school.</p> <p>Further promote EHA clinics and catch-up facilities offered in regular school newsletter updates and electronic reminders to parents.</p>

Actions	Performance Measures
<p>3.5</p> <p>Promote and provide a professional and quality Workplace Immunisation Program on a fee for service basis.</p> <p>Continual development and promotion of online workplace immunisation appointment booking system.</p> <p>Account management: including launch of program bookings, account liaison, pre visit consultation and post visit follow up.</p>	<p>Target services to organisations whose staff are at high risk of acquiring vaccine preventable diseases.</p> <p>Generate new business and management of existing clients.</p> <p>Income generated and EHA brand awareness.</p> <p>Review program annually.</p>
<p>3.6</p> <p>The CEO/Team Leader Immunisation lobby through LGA for appropriate funding for sustainability of local government delivery of immunisation services.</p>	<p>Meet with LGA and SA Health to discuss funding and support from governments.</p>
<p>3.7</p> <p>Continue to facilitate the Community Engagement Project which forms part of a broader Adelaide PHN Immunisation Hub initiative.</p> <p>The initiative aims to increase immunisation coverage and reduce vaccine preventable illness in the Adelaide metropolitan region.</p> <p>Increase community awareness and knowledge of the benefits of childhood immunisation, increasing coverage within the eastern and inner northern suburbs of metropolitan Adelaide.</p> <p>Conduct on-site education and awareness raising sessions at participating childcare centres, schools and hospitals.</p> <p>Provide education and training on immunisation information and immunisation services for Health professionals.</p> <p>Use advocacy of Adelaide PHN to encourage State and Federal Government to include EHA services for current / ongoing phases of COVID-19 vaccination.</p>	<p>Comply with the Adelaide PHN project specific requirements, including submission of periodic reports as required.</p> <p>Meet with PHN periodically to monitor and review compliance against project Schedule.</p> <p>Monitor the increased rates of immunisation via catchups (overseas, adolescents, school absentees).</p> <p>Meet with PHN to discuss support for EHA involvement in COVID-19 vaccinations.</p>
<p>3.8</p> <p>Provision of COVID-19 vaccination</p>	<p>Meet with SA Health, LGA &amp; Adelaide PHN to advocate for local government immunisation services to be included in COVID-19 vaccination program.</p>

## 4.0 - Food Safety

### Background

The *Food Act 2001* in conjunction with the Food Safety Standards (Chapter 3 of the Australia New Zealand Food Standards Code) aims to:

- ensure food for sale is both safe and suitable for human consumption
- prevent misleading conduct in connection with the sale of food
- provide for the application of the Food Standards Code

EHA is an enforcement agency under the *Food Act 2001* and is responsible for ensuring that appropriate food hygiene standards are maintained within its area and all food businesses meet their legislative obligations.

As consumers, we all have the right to expect that the food we eat is protected from microbiological contamination, foreign matter, poor hygiene and handling practices. While Australia has one of the safest food supplies in the world, the incidences of our two most prevalent foodborne diseases *Salmonella* and *Campylobacter* is on the increase. Illness caused by food is a significant public health problem and has major social and economic impacts.

*Campylobacter* is the most commonly notified cause of gastroenteritis in Australia and foodborne illness caused by *Salmonella* has been significantly increasing over the past 20 years and, compared to many similar countries, Australia has one of the highest rates.

To prevent food borne outbreaks and protect the health and well-being of the community during the COVID-19 crisis, it is imperative for EHA to continue to undertake the surveillance of food premises and investigations of food related complaints on behalf of its Constituent Councils.

The execution of these functions is controlled by limitations set by the Federal Government Restrictions and State Government Directions. Assessments undertaken will be modified to acknowledge the advice received from the LGFSG who are considered as our lead agency.

Where inspections and investigations are undertaken, the Environmental Health Officers ensure they practice the required physical distancing and hygiene measures to protect themselves and the community.

<b>Actions</b>	<b>Performance Measures</b>
<p>4.1</p> <p>Ensure businesses provide notification of their business details.</p> <p>Monitor and maintain a register of all food businesses operating within EHA's jurisdiction.</p> <p>Continue to monitor businesses that have temporarily closed due to COVID-19.</p>	<p>Update within in accordance with the customer service policy.</p>
<p>4.2</p> <p>Assign and where required update food businesses risk classification in accordance with the SA Health Food Business Risk Classification framework</p>	<p>Apply relevant risk rating to new businesses and undertake assessments in accordance with the SA Health Food Business Risk Classification framework</p> <p>Monitor and identify new food processing practices during routine assessments. Update the risk classification to reflect the changes.</p>
<p>4.3</p> <p>Conduct routine food business assessments using an appropriate food safety rating tool to ensure compliance with the <i>Food Act 2001</i> and Food Safety Standards.</p> <p>Determine the frequency of routine assessments by the food business risk classification framework.</p>	<p>Assessments performed using the appropriate food safety rating tool.</p> <p>Assessments conducted in accordance with the assigned risk rating and frequency.</p>
<p>4.4</p> <p>Introduce and implement the voluntary SA Health Food Star Rating Scheme.</p>	<p>Assign food businesses a star rating following a routine inspection.</p>
<p>4.5</p> <p>Monitor food businesses during inspections to assess if they are captured by the Primary Production Standards.</p>	<p>Inform SA Health of new food businesses that may be captured under the Primary Production Standards as required.</p>
<b>Actions</b>	<b>Performance Measures</b>
<p>4.6</p> <p>Ensure appropriate enforcement action is taken in relation to breaches of the <i>Food Act 2001</i> and associated standards in accordance with EHA's enforcement policy.</p>	<p>Number of enforcement actions taken.</p>
<p>4.7</p> <p>Investigate food related complaints in relation to:</p> <ul style="list-style-type: none"> <li>• alleged food poisoning</li> <li>• microbiological and chemical contamination</li> <li>• foreign matter found in food</li> <li>• poor personal hygiene and handling practices</li> <li>• unclean premises</li> <li>• vermin, insects and pest activity</li> </ul>	<p>Respond to complaints in accordance with customer service standards and where necessary SA Health guidance.</p>

	<ul style="list-style-type: none"> <li>• refuse storage</li> <li>• wastewater disposal</li> <li>• allergens</li> <li>• COVID-19 (physical distancing)</li> </ul> <p>Liaise with SA Health and other councils to ensure a consistent approach as required.</p> <p>Maintain and update a register of all food related complaints.</p>	
4.8	<p>Administer the COVID-19 State Directions and undertake the required surveillance during inspections based on advice received from the LGFSG who are considered as our lead agency.</p> <p>Continue to report COVID-19 physical distancing breaches on the LGA i-Responda Portal as advised and required by the LGFSG.</p>	Surveillance and reporting as required by LGFSG.
4.9	Respond to food recalls in accordance with SA Health recommendations.	Number of recalls actioned when required or based on SA Health directions.
4.10	Ensure all businesses servicing vulnerable populations within the Constituent Councils have their food safety plan audited in accordance with Food Safety Standard 3.2.1 and the <i>Food Act 2001</i> .	Number of audits conducted in accordance to audit frequency.
4.11	Provide professional auditing services to businesses servicing vulnerable populations outside of EHA's of Constituent Councils.	Number of audits conducted in accordance to audit frequency.
4.12	Review plans and liaise with the applicant regarding structural fit out of a food business.	Review plans and undertake onsite inspections as required.
4.13	Provide feedback to Constituent Councils when requested as per the Development Assessment sharing process.	Respond and provide feedback to Constituent Councils as required.
4.14	Provide new food businesses with a welcome pack to acknowledge their notification and to introduce EHA.	Information provided following receipt of notification.
	<b>Actions</b>	<b>Performance Measures</b>
4.15	<p>Manage temporary stall notification forms and ensure temporary food businesses are provided with adequate resources and information in safe food practices.</p> <p>Risk assess all event notifications to determine the requirement to inspect the specific events.</p> <p>Conduct food safety assessments of fairs and festivals and temporary events in collaboration with the Constituent Councils and relevant event co-ordinators. Provide written correspondence and feedback to all stall holders assessed at these events.</p>	<p>Food safety assessments are undertaken based on risk.</p> <p>Provide correspondence and feedback to stall holders where required.</p>

4.16	<p>Liaise with Constituent Council and relevant event coordinators to ensure all stall holders at fairs, festivals and temporary events are well informed of the legislative requirements.</p> <p>Conduct stall holder meetings and food safety training for stall holders upon request by the Constituent Councils and relevant event coordinators.</p> <p>Develop school temporary event fair/fete information pack</p>	<p>Liaise with Constituent Council, other councils and relevant event coordinators prior to the event.</p> <p>Provide stall holder presentations where required.</p> <p>Develop a school fair/fete information pack</p>
4.17	<p>Maintain and update a register of food stalls/Mobile food vehicles on Health Manager.</p> <p>Maintain the register of all events within the Constituent Council areas on Health Manager.</p>	<p>Update Health Manager as required</p>
4.18	<p>Following the assessment of food stalls at Constituent Councils special events, provide feedback to the relevant council on the food safety standards observed at the event.</p>	<p>Provide feedback to council where necessary.</p>
4.19	<p>Assessments, investigations and actions are updated in Health Manager to ensure effective reporting to the Board of Management, Constituent Councils and SA Health.</p>	<p>Update within in accordance with the customer service policy.</p>
4.20	<p>Provide information to the Board of Management in relation to food safety reforms and provide written responses on behalf of EHA and Constituent Councils to State Government.</p>	<p>Information reports provided to Board and distributed to Constituent Councils as required.</p>

**Objective 4.1** An innovative approach to food safety through business and community education and interaction to increase awareness and understanding

<b>Actions</b>	<b>Performance Measures</b>
4.1.1 Continue to Provide the food safety training program for food businesses.	Provide food safety training.
4.1.2 Develop and maintain a comprehensive range of health education and promotion material targeting food related issues incorporating the resources of other health related agencies.	Information resources maintained.
4.1.3 Participate in State/National proactive educational initiatives that raise awareness of food related issues amongst the community.	Number of proactive educational activities conducted each year.
4.1.4 Undertake a service survey and investigate the feedback to identify areas of improvement and development of further educational materials within the food safety area.	Undertake a service feedback survey.

## Budget Financial Statements 2021-2022

EASTERN HEALTH AUTHORITY STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDING 30 JUNE 2022		
REVISED BUDGET 2020/2021		DRAFT BUDGET 2021/2022
	<b>INCOME</b>	
1,782,674	Council Contributions	1,828,263
32,000	Public Health Plan / Service Review Contributions	-
180,500	Statutory Charges	181,500
272,000	User Charges	256,000
252,000	Grants, subsidies and contributions	254,000
15,000	Investment Income	10,000
7,000	Other Income	11,000
<b>2,541,174</b>	<b>TOTAL INCOME</b>	<b>2,540,763</b>
	<b>EXPENSES</b>	
1,762,000	Employee Costs	1,802,000
566,300	Materials, contracts and other expenses	526,000
47,874	Finance Charges	44,209
193,000	Depreciation	168,554
<b>2,569,174</b>	<b>TOTAL EXPENSES</b>	<b>2,540,763</b>
<b>(28,000)</b>	Operating Surplus/(Deficit)	-
	Net gain (loss) on disposal of assets	-
<b>(28,000)</b>	Net Surplus/(Deficit)	-
<b>(28,000)</b>	Total Comprehensive Income	-

EASTERN HEALTH AUTHORITY STATEMENT OF CASH FLOWS FOR THE YEAR ENDING 30 JUNE 2022		
REVISED BUDGET 2020/2021		DRAFT BUDGET 2021/2022
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>	
	Receipts	
1,822,674	Council Contributions	1,828,263
180,500	Fees & other charges	181,500
272,000	User Charges	256,000
15,000	Investment Receipts	10,000
252,000	Grants utilised for operating purposes	254,000
7,000	Other	11,000
	Payments	
<b>(1,762,000)</b>	Employee costs	<b>(1,802,000)</b>
<b>(737,300)</b>	Materials, contracts & other expenses	<b>(652,166)</b>
<b>(7,874)</b>	Finance Payments	<b>(44,209)</b>
<b>42,000</b>	<b>Net Cash Provided/(Used) by Operating Activities</b>	<b>42,388</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
	Loans Received	
<b>(69,090)</b>	Repayment of Borrowings	<b>(76,131)</b>
	Repayment of Finance Lease Liabilities	
<b>(69,090)</b>	<b>Net Cash Provided/(Used) by Financing Activities</b>	<b>(76,131)</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
	Receipts	
	Sale of Replaced Assets	
	Payments	
	Expenditure on renewal / replacements of assets	
	Expenditure on new / upgraded assets	
	Distributions paid to constituent Councils	
-	<b>Net Cash Provided/(Used) by Investing Activities</b>	-
<b>(27,090)</b>	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(33,743)</b>
721,310	CASH AND CASH EQUIVALENTS AT BEGINNING OF REPORTING PERIOD	694,220
694,220	CASH AND CASH EQUIVALENTS AT END OF REPORTING PERIOD	660,477

## Budget Financial Statements 2021-2022 cont.

EASTERN HEALTH AUTHORITY STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDING 30 JUNE 2022		
REVISED BUDGET 2020/2021		DRAFT BUDGET 2021/2022
	<b>CURRENT ASSETS</b>	
694,220	Cash and Cash Equivalents	660,477
155,650	Trade & Other Receivables	155,650
<b>849,870</b>	<b>TOTAL CURRENT ASSETS</b>	<b>816,127</b>
	<b>NON-CURRENT ASSETS</b>	
1,298,511	Infrastructure, property, plant and equipment	1,129,957
<b>1,298,511</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,129,957</b>
<b>2,148,381</b>	<b>TOTAL ASSETS</b>	<b>1,946,084</b>
	<b>CURRENT LIABILITIES</b>	
157,719	Trade & Other Payables	157,719
307,885	Provisions	307,885
74,131	Borrowings	38,391
<b>539,735</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>503,995</b>
	<b>NON-CURRENT LIABILITIES</b>	
22,268	Provisions	38,690
1,139,499	Borrowings	956,520
<b>1,161,767</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>995,210</b>
<b>1,701,502</b>	<b>TOTAL LIABILITIES</b>	<b>1,499,205</b>
<b>310,135</b>	<b>NET CURRENT ASSETS/(CURRENT LIABILITIES)</b>	<b>312,132</b>
<b>446,879</b>	<b>NET ASSETS</b>	<b>446,879</b>
	<b>EQUITY</b>	
446,879	Accumulated Surplus/(Deficit)	446,879

EASTERN HEALTH AUTHORITY STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDING 30 JUNE 2022		
REVISED BUDGET 2020/2021		DRAFT BUDGET 2021/2022
	<b>ACCUMULATED SURPLUS</b>	
474,879	Balance at beginning of period	446,879
(28,000)	Net Surplus/(Deficit)	-
-	Distribution to Constituent Councils	-
<b>446,879</b>	<b>BALANCE AT END OF PERIOD</b>	<b>446,879</b>
	<b>TOTAL EQUITY</b>	
474,879	Balance at beginning of period	446,879
(28,000)	Net Surplus/(Deficit)	-
-	Distribution to Constituent Councils	-
<b>446,879</b>	<b>BALANCE AT END OF PERIOD</b>	<b>446,879</b>

## 2.4 EAST WASTE DRAFT 2021-2022 ANNUAL PLAN

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**REPORT AUTHOR:** General Manager, Corporate Services  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4585  
**FILE REFERENCE:** qA169173/A146058  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to present to the Council the East Waste Draft 2021-2022 Annual Plan (the Plan) for endorsement.

### BACKGROUND

East Waste (the Authority) is a Regional Subsidiary established pursuant to Section 43 of the Local Government Act 1999, for the purpose of providing waste management services to Constituent Councils. The City of Norwood Payneham & St Peters, together with the City of Burnside, the City of Campbelltown, the City of Mitcham, Adelaide Hill Council, Town of Walkerville and the City of Prospect make up the Constituent Councils of East Waste.

Pursuant to Clause 51 of the East Waste Charter (the Charter), East Waste must prepare an Annual Business Plan which informs and supports the Authority's Annual Budget.

Upon completion of the draft Annual Business Plan and Budget, pursuant to Clause 52.3 of the Charter, the Authority must provide the draft Annual Plan to Constituent Councils for the purposes of obtaining approval from the Constituent Council's on or before 31 May.

The Annual Plan can only be adopted by the East Waste Board, with absolute majority approval of the Constituent Councils.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

### FINANCIAL AND BUDGET IMPLICATIONS

As a Constituent Council, there are financial implications on the Council's budget, emanating from the East Waste Draft Annual Plan and Budget and while Constituent Councils are not required, pursuant to the East Waste Charter, to approve the East Waste Budget, by virtue of the endorsement of the Annual Plan, the Constituent Councils ostensibly endorse the Authority's draft Budget.

The Authority's draft 2021-2022 Budget is developed based on a Common Fleet Costing methodology, with Common Fleet Costs, which predominately relate to collection costs, which are charged to Constituent Councils based on the cost to undertake the collection of each Council's waste streams. The allocation of the Common Fleet Costs is based on the Authority's GPS System.

In addition, where Constituent Councils utilise East Waste for other services such as Contract Management Services (Disposal and Resource processing) and Waste Bin Maintenance, these services are "on charged" to Councils at cost.

The Draft 2021-2022 Budget is reporting an Operating Surplus of \$16,000. The Council's share of the draft Operating Deficit is \$2,288, which is based on an ownership share of the Authority of 14.3%.

The Authority's collection costs have increased by 2.35% on the 2020-2021 Budget, however for this Council, the collection cost has increased by 7.8%, which is significantly higher than the overall increase in the East Waste collection costs. East Waste has advised that the higher than average increase for this Council is due to two key factors, namely:

- A new charge for the collection of waste bins in narrow streets (\$60,000). East Waste has advised that without permanent parking controls within the narrow streets which allow ease of access for the Waste Collection trucks it is no longer feasible, logistically or reputationally, to continue with the existing collection practices. However, it should be noted that to date, East Waste has yet to articulate the basis upon which the new charge has been calculated.
- An increase in Organics collections, which has contributed to an increase in the common fleet collection percentage, from 16.52% to 16.93% for the current financial year.

The Council's Draft Waste Management Budget, reflects a proposed Common Fleet fee of \$2.204 million (2020-2021 \$2.098 million) to be charged for the collection of this Councils waste streams, which include Domestic waste, Green Organics, Recyclables, Public Litter Bins, Illegal Dumping and pre-booked Hard Rubbish Collection. The year-on-year increase in the Common Fleet Cost is 5.42%, which is made up of the Council share of the increased common fleet costs (\$44,880), offset by a slight reduction in the Council's share of Common Fleet Costs from 16.6% to 16.5% (\$46,302).

The breakdown of proposed fee per service, for this Council is detailed in Table 1 below.

**TABLE 1: BREAKDOWN OF PROPOSED WASTE COLLECTION FEE**

Fee component	2020-2021 Adopted Budget	2021-2022 Draft Budget	Movement	% Change	Comments
Administration Fee	33,557	34,229	672	2.0%	
Collection Costs (Landfill, Recyclables, Green organics and Hard waste)	2,043,854	2,203,770	159,916	7.8%	Includes Narrow Street charge of \$60,000. Increase share of collection costs due to an increase in green organic collections of \$52,000. Average cost indexation of 2.35% of \$48,000.
<b>Total Collection Costs</b>	<b>\$2,077,411</b>	<b>\$2,237,999</b>	<b>160,588</b>	<b>7.7%</b>	
Green Organics Disposal	170,000	170,000	0	0.0%	Fee based on tonnage estimates.
Recyclables Disposal	390,000	390,000	0	0.0%	Fee based on tonnage estimates.
Hard Waste Disposal (including illegal dumping)	139,900	149,900	10,000	10.0%	Fee based on tonnage estimates. Includes a mattress collection fee of \$75 per mattress.
<b>Total Waste Collection and Processing Fee</b>	<b>2,777,311</b>	<b>2,947,899</b>	<b>170,588</b>	<b>6.1%</b>	

As previously advised, disposal charges are a "pass through" cost from East Waste to each Constituent Council. As such, the proposed budget for the disposal of the Council's streams is based on the Council's estimate of waste which is collected and processed.

## EXTERNAL ECONOMIC IMPLICATIONS

Nil

## SOCIAL ISSUES

Nil

## CULTURAL ISSUES

Nil

## ENVIRONMENTAL ISSUES

Nil

## RESOURCE ISSUES

Nil

## RISK MANAGEMENT

Nil

## CONSULTATION

- **Elected Members**  
Cr Stock is a member of the East Waste Board
- **Community**  
Not Applicable
- **Staff**  
Representatives from East Waste have held discussions with the Council's Manager, City Services and the Financial Services Manager, regarding the collection costs.
- **Other Agencies**  
Not Applicable

## DISCUSSION

The Draft Annual Plan, is the first Plan to be presented based on the East Waste 2030 Strategic Plan which was endorsed by the Board in September 2020.

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

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

A summary of the key activities planned for 2021-2022 are detailed below.

### Deliver cost effective and efficient services

- Continue and expand core services
- Investigate opportunities outside of existing Member Councils.
- Upgrade to Waste Trak II software system to manage all element of collections

Maximise source separation and recycling

- Investigate a broadscale 'Choice & Flexibility model.'. This program will draw together the latest research and findings to develop an "off-the-shelf" framework which will drive reduced material to landfill, particularly food waste.

Provide leading and innovative behaviour change and education

- Undertake Audits of businesses and Multi Unit Dwellings to provide baseline data
- Undertake the biennial East Waste kerbside bin audit.
- Delivery of the "Why Waste It?" behaviour change program and associated social media.

Help develop a local circular economy

- Identify amongst constituent councils the uptake of crushed glass
- Hard Waster re-use trial

Provide leadership

- Fleet Replacement
- IT and Cyber Security Enhancement

A copy of the Draft 2020-2021 Annual Plan & Budget is contained in **Attachment A**.

**OPTIONS**

The Council can choose not to endorse the Draft Annual Business Plan, however, there are no specific issues or activities which present a financial or risk management issue for this Council to take this course of action.

**CONCLUSION**

In line with the East Waste Charter, Constituent Councils are not required to endorse the 2021-2022 Draft Budget however, by virtue of the endorsement of the Annual Plan, the Council is also ostensibly endorsing the East Waste Budget.

**COMMENTS**

Nil

**RECOMMENDATION**

1. That the Eastern Waste Management Authority Incorporated be advised that pursuant to Clause 52 of the Charter, the Council has considered and hereby approves the Authority's Draft 2021-2022 Annual Plan.
2. The Council notes that further discussion will be held with East Waste to understand the basis for the increased costs to collect waste in narrow streets.

## Attachments – Item 2.4

# Attachment A

## East Waste Draft 2021-2022 Annual Plan

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*City of*  
**Norwood  
Payneham  
& St Peters**

# EastWaste



## 2021/22 Annual Plan

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# VISION

## **The Destination**

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

# MISSION

## **The Vehicle**

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

## Introduction

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

Through the servicing of kerbside waste, recycling and organics bins and street and reserve litter bins, East Waste undertakes approximately 9 million bin lifts and 30,000 hard waste collections each year for the Member Councils. East Waste however is far more than a waste logistics Company and has been a driving force in the waste education space in recent years.

East Waste is governed by a Charter (the Charter) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a Board, which includes a director appointed by each Council and an Independent Chair. Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

The *2021/22 Annual Plan* is the first Annual Plan developed under the *East Waste 2030 Strategic Plan* which was endorsed by the Board in September 2020. The *East Waste 2030 Strategic Plan* sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to met through five Key Objectives and a series of Strategies. The Strategic Plan is summarised on the following page.

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

As a regional subsidiary East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. As noted on page eight, East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve.

# East Waste Draft Strategic Plan Vision, Objectives & Strategies

## VISION

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils & their Communities.

## OBJECTIVES

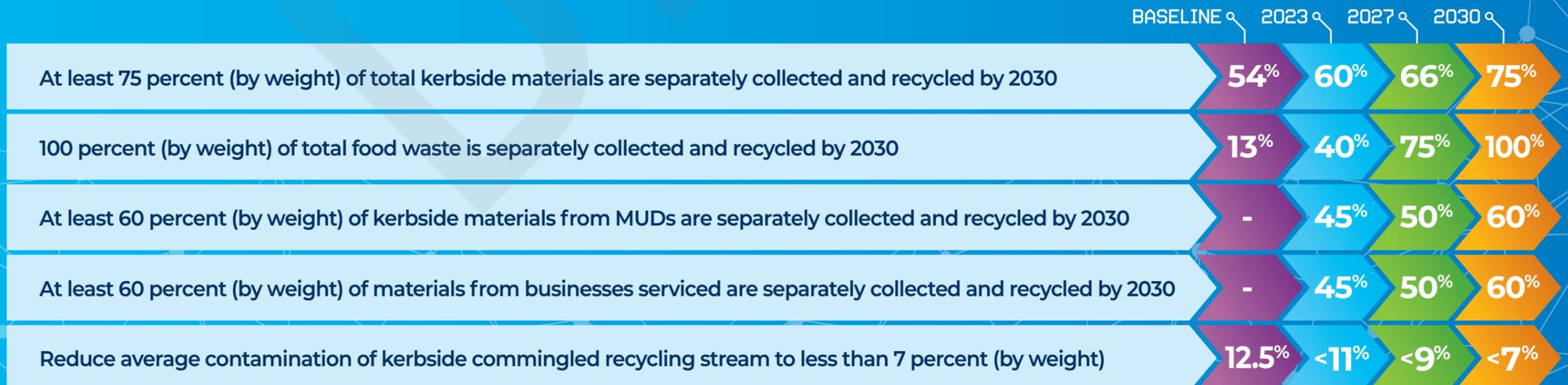
-   
**1. Deliver cost-effective and efficient services facilities**
-   
**2. Maximise source separation and recycling**
-   
**3. Provide leading and innovative behaviour change and education**
-   
**4. Help develop a local circular economy**
-   
**5. Provide leadership**

## STRATEGIES

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                |
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| <ul style="list-style-type: none"> <li>1.1 Attract additional services and/or new councils where further economies of-scale can be achieved</li> <li>1.2 Offer a single contract for the management of the residual waste to all member councils</li> <li>1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery</li> <li>1.4 Investigate and implement collection technologies and innovation</li> <li>1.5 Provide a consistently high standard of Customer Service</li> </ul> | <ul style="list-style-type: none"> <li>2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels</li> <li>2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling</li> <li>2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling</li> </ul> | <ul style="list-style-type: none"> <li>3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making</li> <li>3.2 Develop an integrated and tailored long-term community behaviour change and education program</li> <li>3.3 Identify and trial behaviour change programs aimed at reducing contamination</li> <li>3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes</li> <li>3.5 Engage schools in behaviour change &amp; waste education</li> </ul> | <ul style="list-style-type: none"> <li>4.1 Support local reprocessing and procurement of recycled content products</li> <li>4.2 Encourage and support councils to procure and use recycled content products</li> <li>4.3 Support councils to implement sharing economy and reuse initiatives</li> <li>4.4 Investigate options to process and extract the highest value from collected resources</li> </ul> | <ul style="list-style-type: none"> <li>5.1 Implement best practice safety standards</li> <li>5.2 Advocate on behalf of our Member Councils</li> <li>5.3 Invest in our people</li> <li>5.4 Quality and transparent Corporate (Governance &amp; Financial) Activities</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## KPIs

We will measure our success in reaching our objectives through the following KPIs...



## 2021/22 Objectives & Activities

At a high level, progression towards the Vision and 2030 Key Performance Indicators will be the key Objective and sit behind all the activities that East Waste undertake.

While the following is not a prescriptive list the key projects East Waste intend to undertake over the 2021/22 year are detailed below. While these will be the key focus, East Waste will remain a fluent and adaptable Organisation that is able to pivot and respond as required to maximise funding, partnerships, opportunities and projects that will fast-track the pursuit of our KPIs.

## ANNUAL PLAN 2021/22 DELIVERY SCHEDULE

NO.	ACTIVITY/PROJECT	OVERVIEW	STRATEGY	MAIN KPI TARGET
<b>DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES</b>				
1	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will work with the respective Councils in a bid to secure these services.	1.1	Vision Target
2	Investigate opportunities outside of existing Member Councils.	East Waste will actively pursue service provision to non-member Councils where value to existing Members can be realised.	1.3	Vision Target
3	Upgrade to Waste Trak II	East Waste utilises a high-quality software system known as Waste Track to manage all elements of collections. An upgraded package is available which will streamline several workflows and improve data reporting, among several other operational benefits. To utilise the system the collection vehicles, require an upgrade of 'in cab' hardware. This will be undertaken in conjunction with the Fleet Replacement Program.	1.4	Vision Target
<b>MAXIMISE SOURCE SEPARATION &amp; RECYCLING</b>				
4	Investigate a broadscale 'Choice & Flexibility model.'	Some small positive steps have been taken across metropolitan Adelaide in recent times to investigate alternate collection options. This program will draw together the latest research and findings to develop an "off-the-shelf" framework which will drive reduced material to landfill, particularly food waste.	2.1	At least 75% of kerbside material separately collected & recycled  100% of food waste separately collected and recycled.

## PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION

5	Undertake Audits of businesses and Multi Unit Dwellings to provide baseline data	Business waste serviced by our Member Councils and Multi Unit Dwellings contribute to the total tonnes collected, yet little is known about the make- up of the waste. The audit will identify this and provide baseline diversion targets for the Strategic Plan	2.1	60% by weight of kerbside waste is separately collected and recycled  60% of of materials from businesses serviced are separately collected and recycled
6	Undertake the biennial East Waste kerbside bin audit.	Undertake an East Waste-wide audit, to understand up-to-date disposal behaviours and progress towards targets	2.1	At least 75% of kerbside material separately collected & recycled  100% of food waste separately collected and recycled.  Reduce average contamination of kerbside commingled recycling to less than 7%.
7	Delivery of the “Why Waste It?” behaviour change program and associated social media.	Utilising the results of the reviews and audits undertaken over the past 12 months, refine and deliver the ongoing successful “Why Waste It?” program.	3.2	Continue to develop long term integrated education and behaviour change programs.

## HELP DRIVE A LOCAL CIRCULAR ECONOMY

8	Identify opportunities amongst Member Councils for the uptake of crushed glass.	A feature by our current recycling provider is the possibility of separating glass fines from the Material Recovery Facility waste stream, for reuse rather than the current practice of landfilling. Should this materialise, East Waste will work with the required parties to provide and encourage Member Councils to utilise this material in asset renewal programs.	4.2	Encourage & support Councils to procure and use recycled content products.
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9	Hard waste Reuse trial	<p>East Waste currently diverts over 95% of all material collected through our hard waste service away from landfill by sending the material to ResourceCo (Wingfield) who transform it into Process Engineered Fuel (PEF).</p> <p>A strategic principle of East Waste is to ensure where possible that collected material is retained/processed at its highest value. Referring to the waste hierarchy, Reuse sits higher than Waste to Energy and as such East Waste will investigate solutions and implement trials where possible for increasing the life (reuse) of the many items currently presented for hard waste collection.</p>	4.4	Investigate options to process and extract the highest value from collected resources
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**PROVIDE LEADERSHIP**

10	Fleet Replacement	In line with the Long Term Financial Plan, undertake the replacement of five (5) collection vehicles.	5.4	Quality & transparent Corporate Activities.
11	IT and Cyber Security Enhancement	<p>The reports of Cyber Security attacks across all levels of government and private enterprise over the past 12 months has heightened the awareness of the local government sector and its response to it. Identified as a possible risk, East Waste has commenced actions and tasks to strengthen its protection against a potential cyber security attack. In response, East Waste is moving to hosting its IT requirements on an external server, which provides for enhanced protection of our systems and data. In support of this, staff will all be undertaking cyber security training and East Waste's recently upgraded records management system also provides greater security and protection of all East Waste data.</p>	5.1	Risk mitigation is integrated into all activities.

**“ We will continue to work closely with our member Councils, Government Agencies and like-minded organisations to ultimately drive value back to the communities we serve.**

**I encourage you to engage in conversation with us if you see opportunity for partnership. ”**

Fraser Bell  
East Waste Chair 2020

## Budget Management

East Waste operates almost entirely on a Common Fleet Costing methodology, whereby Member Councils are charged directly against the time it takes to undertake their services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported by detailed reporting capabilities. As a result of this minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year to year in response to efficiencies and increased collection costs (e.g. increase in developments, Fire Ban days and events). Specific costs (and rebates where applicable) such as waste disposal and resource processing are directly on-charged, to Member Councils.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2020/21 Financial Papers (refer Attachment 1 – 5).

**EAST WASTE****PROJECTED STATEMENT OF COMPREHENSIVE INCOME (BUDGET)**

for the Financial Year Ending 30 June 2022

<b>FY2020</b>		<b>FY2021</b>	<b>FY2022</b>
<b>Audited Actuals</b>		<b>Proposed Budget (BR2)</b>	<b>Proposed Budget</b>
<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>
	<b>INCOME</b>		
16,756	User Charges	17,655	18,241
21	Investment income	3	2
-	Grants, subsidies and contributions	-	-
677	Other	788	1,171
<b>17,454</b>	<b>TOTAL INCOME</b>	<b>18,446</b>	<b>19,414</b>
	<b>EXPENSES</b>		
5,851	Employee Costs	6,130	5,730
9,120	Materials, contracts & other expenses	9,865	11,265
2,069	Depreciation, amortisation & impairment	2,009	2,122
281	Finance costs	275	281
<b>17,321</b>	<b>TOTAL EXPENSES</b>	<b>18,279</b>	<b>19,398</b>
<b>133</b>	<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>167</b>	<b>16</b>
60	Asset disposals & fair value adjustments	125	115
<b>193</b>	<b>NET SURPLUS / (DEFICIT)</b>	<b>292</b>	<b>131</b>
-	Other Comprehensive Income	-	-
<b>193</b>	<b>TOTAL COMPREHENSIVE INCOME</b>	<b>292</b>	<b>131</b>

**EAST WASTE****PROJECTED BALANCE SHEET (BUDGET)**

for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
2,322	Cash & Cash Equivalents	2,232	2,231
1,019	Trade & Other Receivables	1,019	1,019
-	Other Financial Assets	-	-
<b>3,341</b>	<b>TOTAL CURRENT ASSETS</b>	<b>3,251</b>	<b>3,250</b>
<b>NON-CURRENT ASSETS</b>			
7,652	Infrastructure, Property, Plant & Equipment	8,317	8,576
<b>7,652</b>	<b>TOTAL NON-CURRENT ASSETS</b>	<b>8,317</b>	<b>8,576</b>
<b>10,993</b>	<b>TOTAL ASSETS</b>	<b>11,568</b>	<b>11,825</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
1,205	Trade & Other Payables	1,224	1,224
1,929	Borrowings	2,287	2,176
597	Provisions	642	642
<b>3,731</b>	<b>TOTAL CURRENT LIABILITIES</b>	<b>4,153</b>	<b>4,042</b>
<b>NON-CURRENT LIABILITIES</b>			
6,221	Borrowings	6,037	6,273
77	Provisions	122	123
<b>6,298</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>6,159</b>	<b>6,396</b>
<b>10,029</b>	<b>TOTAL LIABILITIES</b>	<b>10,312</b>	<b>10,438</b>
<b>964</b>	<b>NET ASSETS</b>	<b>1,256</b>	<b>1,387</b>
<b>EQUITY</b>			
964	Accumulated Surplus	1,256	1,387
<b>964</b>	<b>TOTAL EQUITY</b>	<b>1,256</b>	<b>1,387</b>

**EAST WASTE****PROJECTED STATEMENT OF CASH FLOWS (BUDGET)**

for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
17,136	Operating Receipts	18,444	19,412
16	Investment Receipts	3	2
<b>PAYMENTS</b>			
(5,795)	Employee costs	(6,040)	(5,730)
(8,677)	Materials, contracts & other expenses	(9,865)	(11,265)
(291)	Interest Payments	(275)	(281)
<b>2,389</b>	<b>NET CASH PROVIDED BY (OR USED IN) OPERATING ACTIVITIES</b>	<b>2,267</b>	<b>2,138</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>RECEIPTS</b>			
81	Sale of Replaced Assets	145	115
<b>PAYMENTS</b>			
(2,297)	Expenditure on Renewal/Replaced Assets	(2,675)	(2,381)
-	Expenditure of New/Upgraded Assets	-	-
<b>(2,216)</b>	<b>NET CASH PROVIDED BY (OR USED IN) INVESTING ACTIVITIES</b>	<b>(2,530)</b>	<b>(2,266)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>RECEIPTS</b>			
65	Capital Contributed by Member Councils	-	-
2,171	Proceeds from Borrowings	2,284	2,200
<b>PAYMENTS</b>			
(1,834)	Repayment of Borrowings	(1,845)	(1,810)
(220)	Repayment of Lease Liability	(265)	(265)
-	Distribution - Member Councils	-	-
<b>182</b>	<b>NET CASH PROVIDED BY (OR USED IN) FINANCING ACTIVITIES</b>	<b>174</b>	<b>125</b>
<b>355</b>	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(89)</b>	<b>(2)</b>
<b>1,967</b>	<b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>	<b>2,322</b>	<b>2,233</b>
<b>2,322</b>	<b>CASH &amp; CASH EQUIVALENTS AT END OF PERIOD</b>	<b>2,233</b>	<b>2,231</b>

**EAST WASTE****PROJECTED STATEMENT OF CHANGES IN EQUITY (BUDGET)**

for the Financial Year Ending 30 June 2022

<b>FY2020</b>		<b>FY2021</b>	<b>FY2022</b>
<b>Audited Actuals</b>		<b>Proposed Budget (BR2)</b>	<b>Proposed Budget</b>
<b>\$</b>		<b>\$'000</b>	<b>\$'000</b>
706	<b>BALANCE AT END OF PREVIOUS REPORTING PERIOD</b>	964	1,256
193	Net Surplus / (Deficit) for Year	292	131
65	Contributed Equity	-	-
-	Distribution to Councils	-	-
<b>964</b>	<b>BALANCE AT END OF REPORTING PERIOD</b>	<b>1,256</b>	<b>1,387</b>

**EAST WASTE****PROJECTED UNIFORM PRESENTATION OF FINANCES STATEMENT (BUDGET)**

for the Financial Year Ending 30 June 2022

FY2020		FY2021	FY2022
Audited Actuals		Proposed Budget (BR2)	Proposed Budget
\$'000		\$'000	\$'000
17,454	Income	18,446	19,414
(17,321)	Expenses	(18,279)	(19,398)
<b>133</b>	<b>Operating Surplus / (Deficit)</b>	<b>167</b>	<b>16</b>
<b>Net Outlays on Existing Assets</b>			
(2,297)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,675)	(2,381)
2,069	Depreciation, Amortisation and Impairment	2,009	2,122
81	Proceeds from Sale of Replaced Assets	145	115
<b>(147)</b>		<b>(521)</b>	<b>(144)</b>
<b>Net Outlays on New and Upgraded Assets</b>			
-	Capital Expenditure on New and Upgraded Assets	-	-
-	Amounts Specifically for New and Upgraded Assets	-	-
-	Proceeds from Sale of Surplus Assets	-	-
-		-	-
<b>(14)</b>	<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(354)</b>	<b>(127)</b>

## 2.5 ERA WATER DRAFT 2021-2022 BUDGET

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**REPORT AUTHOR:** General Manager, Corporate Services  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4585  
**FILE REFERENCE:** qA69171/A146060  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to present to the Council the ERA Water Draft 2021-2022 Budget for endorsement.

### BACKGROUND

ERA Water is a Regional Subsidiary established pursuant to Section 43 of the *Local Government Act 1999*, for the primary purpose of implementing the Waterproofing Eastern Adelaide Project (the Scheme), which involves the establishment of wetland bio-filters, aquifer recharge and recovery, pipeline installations and water storage facilities. ERA Water manage the Scheme on behalf of the Constituent Councils and provide recycled stormwater for the irrigation of parks and reserves to Constituent Councils. The City of Norwood Payneham & St Peters, together with the City of Burnside and the Town of Walkerville make up the Constituent Councils of ERA Water.

Pursuant to Clause 5.1.1 of the ERA Water Charter (the Charter), prior to 31 March of each year, ERA Water must prepare and submit the ERA Water Draft Budget to the Constituent Councils for approval.

The Draft 2021-2022 Budget can only be adopted by the ERA Water Board, following unanimous approval of the Constituent Councils.

Upon completion of the Draft Budget, pursuant to Clause 6.1 of the Charter, ERA Water must prepare and provide the draft Annual Business Plan to Constituent Councils. The Annual Business Plan can only be adopted by the ERA Water Board, once absolute majority is provided by the Constituent Councils.

### RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

### FINANCIAL AND BUDGET IMPLICATIONS

The Draft 2021-2022 Budget is forecasting an Operating Deficit of \$600,000. This Councils share of the Operating Deficit, which will be required to be included in the Councils 2021-2022 Budget, is \$200,000. While ERA Water is budgeting for an Operating Deficit, ERA Water has sufficient access to cash to fund the expenditure shortfall and therefore, there will be no capital contributions required to be made by the Constituent Councils.

The Draft 2021-2022 Budget includes water sales to this Council of \$217,440, which is based on water consumption of 76.67ML. The Council's Draft 2021-2022 Budget includes a budget estimate of \$366,000, which includes water sourced from SA Water and ERA Water for the Councils reserves, parks, medians and sporting grounds.

### EXTERNAL ECONOMIC IMPLICATIONS

Not Applicable.

### SOCIAL ISSUES

Not Applicable.

## **CULTURAL ISSUES**

Not Applicable.

## **ENVIRONMENTAL ISSUES**

Not Applicable.

## **RESOURCE ISSUES**

Not Applicable.

## **RISK MANAGEMENT**

Not Applicable.

## **CONSULTATION**

- **Elected Members**  
Cr John Minney is a member of the ERA Water Board.
- **Community**  
Not Applicable.
- **Staff**  
Nil
- **Other Agencies**  
Not Applicable.

## **DISCUSSION**

The ERA Water Draft 2021-2022 Budget assumes that 305ML of water will be sold in the 2020-2021 Financial year, with the first 205ML of the available water, being sold to the Constituents Councils on a “take or pay” basis and the balance (91.5ML) being made available to third parties to purchase. The water sold to Constituent Councils will be priced at the SA Water price, which is forecast at \$2.85/kl. Forecast income from Constituent Councils is in the order of \$594,000. It should be noted that due to the “take or pay” basis, Constituent Council pre-pay their respective water allocations in July.

The third party water sales, are assumed to be made at 85% of the SA Water price, with the income forecast at \$261,000 and represents 30% of total water sales for 2021-2022.

Operating costs are forecast to be \$642,000 which includes Employee Expenses of \$250,000. Fixed Operating costs of \$123,000 and other variable operating costs of \$269,000 to operate and maintain the Scheme. The Scheme’s operational costs include mechanical and electrical operations and maintenance support provided by an external contractor, licence fees, water testing, utilities costs and administration costs such as insurances, audit fees and general administrative costs.

The ERA Water Draft 2020-2021 Budget includes Capital Expenditure of \$150,000, which includes \$100,000 to support additional connections to external customers, and \$50,000 as a general provision for capital works.

While the ERA Water Draft 2021-2022 Budget forecasts a cashflow position that is below the approved debt cap of \$15.3 million, this position is based on the assumption upon which the budget was developed holding true. Depending on the actual performance, the debt cap may be exceeded towards the end of the 2012-2022 Financial year.

A copy of the Draft Budget is contained in **Attachment A**.

## **OPTIONS**

The Council can choose not to endorse the Draft 2021-2022 Budget, however, there are no specific issues or activities which present a financial or risk management issue for this Council to take this course of action.

## **CONCLUSION**

As with any forecast, the financial projections contained within the Budget are meant to provide an indication of the Scheme direction and financial capacity based on a set of assumptions. The achievement of the financial forecast is dependent on the assumptions holding true. The key assumption, in which ERA Water has limited influence on, is the level of rainfall.

## **COMMENTS**

Nil

## **RECOMMENDATION**

That ERA Water be advised that pursuant to Clause 5.1.1 of the Charter, the Council has considered and hereby approves the Draft 2021-2022 Budget, as contained in Attachment A.

## Attachments – Item 2.5

# Attachment A

## ERA Water Draft 2021-2022 Budget

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*City of*  
**Norwood  
Payneham  
& St Peters**

# ERA WATER

## **FY2022 Budget for Constituent Council Endorsement**

### **1. INTRODUCTION**

This budget had been prepared to meet the specific requirements of the ERA Water Charter which requires ERA Water to prepare and submit a draft budget to the Constituent Councils for the ensuing financial year by no later than 31 March.

A budget must be adopted by 30 June of each year by unanimous approval of the Constituent Councils.

This document sets out the range of assumptions that have informed the budget with the resulting budgeted financial statements shown in Attachment A.

### **2. WATER SUPPLY AND DEMAND ASSUMPTIONS**

#### **2.1 Water Supply**

2.1.1 With five of the six injection bores connected, the injection capacity of the Scheme is approximately 66l/s compared to a design capacity of 80l/s (approximately 85%).

2.1.2 The amount of water that can be captured during a season is dependent on:

2.1.2.1 the injection capacity (currently 85% of full design);

2.1.2.2 the number of flow days (dependent on climatic conditions); and

2.1.2.3 the average number of hours per day of operation during flow days ranging from a lower bound of 14.5 hours per day to an upper bound of 22.5 hours per day which is dependent on the reliability and efficiency of the scheme.

2.1.3 The budget assumes that 440ML of new water will be captured and available for sale in FY2022 based on the current 66 l/s injection capacity, an average number of flow days for the year and 18.5 average hours per day of operating time during each flow day which is the midpoint of the upper and lower estimate.

2.1.4 At a recovery efficiency of 70%, this will result in an additional 308ML of new water being available for sale in FY2022. The 70% assumed recovery efficiency is based on the scheme design assumptions and is yet to be proven based on actual performance of the aquifer.

2.1.5 Based on engineering estimates, the opening volume of water that is assumed to be available in the aquifer at the start of the FY2022 irrigation season is expected to be between 20 and 70ML. For budgeting purposes we have assumed the midpoint of this range as the opening balance of water (45ML). The actual balance of water available will be dependent on climatic conditions and Constituent Council usage for the remainder of the 2020/21 extraction season.

# ERA WATER

2.1.6 The total water that is assumed that can be supplied during the 2022 irrigation season is therefore assumed to be between 328ML and 388ML.

## 2.2 Water Demand

2.2.1 Constituent Councils have entered into 'take or pay' water supply arrangements with ERA Water based on the following volumes.

City of Burnside	100 ML
City of Norwood Payneham & St Peters	76.67 ML
Town of Walkerville	28 ML
<b>Total volume sold to ERA Water Councils</b>	<b>204.67 ML</b>

2.2.2 ERA Water has also connected two external customers to the network with a total anticipated demand of 47ML per annum.

2.2.3 Total connected demand is therefore 251.67ML.

2.2.4 ERA Water is currently investigating opportunities to connect additional Constituent Council reserves and new external customers to the ERA Water scheme.

2.2.5 The budget assumes an additional 53ML worth of external or additional Constituent Council reserves are connected and supplied during the 2021 extraction season.

2.2.6 The ability to do so will be highly dependent on pushing negotiations with existing identified customers, particularly the Department of Education and the ability of the General Manager to secure new sales contracts in a timely fashion to allow for connection before the start of the 2021/22 irrigation season.

## 2.3 Climatic conditions

2.3.1 Based on the latest weather outlook dated 18 March 2021, there is a 50% chance of Adelaide exceeding the mean rainfall between April to June and between May to July.

2.3.2 We have interpreted this to mean that there is an expectation of average rainfall for the start of the 2021 injection season.

## 2.4 Scenario analysis

2.4.1 Scenario analysis has been undertaken based on an upper and lower limit of water supply due both to dry climatic conditions and lower and upper bound injection assumptions based on average hours of operation each day.

# ERA WATER

2.4.2 Table 1 shows the estimate lower and upper bound of injection in the 2021/22 season based on the various scenarios described.

**TABLE 1: Scenario Analysis**

Rainfall Conditions	Lower Bound Injection Volume (ML)	Upper Bound Injection Volume (ML)	Estimated Supply Lower Bound Injection (ML)	Estimated Supply Upper Bound Injection (ML)
Dry Year	234.27	363.53	164.00	254.47
<b>Average</b>	<b>344.52</b>	<b>534.60</b>	<b>241.16</b>	<b>374.22</b>
Wet Year	465.10	721.71	325.57	505.20

2.4.3 The analysis shows that under a Dry Year and Lower Bound injection scenario, annual injection volumes could be as low as 164.00ML. Conversely, under a Wet Year and Upper Bound Injection Scenario, annual injection volumes could be as high as 505.20ML.

2.4.4 Total supply volumes will be a function of annual injection and the amount of water remaining in the aquifer at the end of the 2020/21 irrigation season (estimated to be between 20ML and 70ML).

2.4.5 If the 2021 injection season is a 'Dry Year' ERA Water may not have sufficient water to be able to supply new customers who may be connected to the network during the 2021/22 extraction season.

## 3. INCOME

### 3.1 Water pricing

The price of water is tied to the lower of the SA Water Price and the price calculated under the principles of 'full cost recovery'. ERA Water is not expected to achieve full cost recovery at a water price which is less than SA Water in FY2022.

As of 1 July 2020, SA Water reduced its water price by 18.6% on account of a review of its regulated asset base and reduction in its cost of capital for the period between 1 July 2020 and 30 June 2024.

Our budget assumes that the water price is based on the new SA Water price, increasing by CPI in FY2022.

The budget assumes that Constituent Councils are charged the full SA Water price and that external customers are charged a discounted rate of 85% of the SA Water price as mechanism to encourage external connections to the scheme.

# ERA WATER

## 3.2 Water Supply Charge

A supply charge of \$277.37 per constituent council connection per annum has been included in the budget which is based on the current SA Water connection charge inflated by 2.20%.

Due to the uncertainty surrounding the number of external connections and whether a supply charge should be levied on those connections, no water supply charge has been included in the budget in relation to external customers.

## 3.3 Grants and Investments

There is no forecast income expected from either grants or investments for FY2021.

ERA Water may receive a member distribution from the LGFA or LGA Mutual Liability Scheme however such as distribution has not been budgeted.

## 3.4 Income summary

The forecast income from water sales is shown below in Table 2.

**TABLE 2: INCOME FROM WATER SALES**

<b>Constituent Council</b>	<b>Revenue</b>
City of Norwood, Payneham & St Peters	\$217,440
Town of Walkerville	\$79,409
City of Burnside	\$283,605
Constituent Council Supply charge	\$13,882
Sales to external customers	\$260,910
<b>Total Income</b>	<b>\$855,246</b>

Water sales to Constituent Councils are assumed to be pre-paid in the first month of the financial year.

# ERA WATER

## 4. EXPENSES

### 4.1 Employee Costs

**Table 3: Employee Costs**

ITEM	AMOUNT	KEY ASSUMPTIONS
General Manager	\$100,000	Cost for the position of General Manager on a part time basis.
Principal Operator	\$150,000	Contracted cost for Principal Operator
Admin and Board Secretarial Support	\$nil	Assumes no paid support for the GM.
<b>Total Employee Costs</b>	<b>\$250,000</b>	

### 4.2 Materials, Contract & Other Expenses

**Table 4: Fixed operating Expenses**

ITEM	AMOUNT	KEY ASSUMPTIONS
Audit and Accounting	\$18,000	\$5,000 for external auditing of ERA Water's accounts for FY2021. \$13,000 payment to City of Burnside to partially subsidise accounting and bookkeeping services being provided.
Governance	\$16,000	Chairman \$12,000 plus \$4,000 provision for two independent audit committee members.
Bank Charges	\$500	Provision for bank charges.
ICT	\$2,500	Provision for miscellaneous IT and software costs.
Insurances	\$40,000	Based on FY2020 actual costs with an allowance for inflation.
Office Expenses	\$1,000	Provision
Premises	\$0	NPSP providing premises to ERA Water for \$nil.
Professional Services	\$40,000	Financial and strategic management support - \$15,000 Provision for legal services in relation to external customer sales contracts and other matters - \$15,000 Other professional services - \$10,000 Excludes advice on potential divestment process.
Staff Amenities and Development	\$2,500	Provision
General Expenses	\$2,500	Provision

# ERA WATER

ITEM	AMOUNT	KEY ASSUMPTIONS
<b>Total Fixed Operating Expenses</b>	<b>\$123,000</b>	

**TABLE 5: Operating Expenses**

ITEM	AMOUNT	KEY ASSUMPTIONS
Engineering and support services	\$60,000	Technical support to the GM and Principal Operator
Scheme maintenance and landscaping	\$25,000	Support to the Principal Operator to allow for maintenance tasks requiring 3 <sup>rd</sup> party contractors.
General maintenance	\$25,000	Provision for unexpected maintenance issues.
Electricity	\$125,000	Assumption is that electricity consumption will be broadly in line with current year with a small allowance for additional activity.
Licencing and testing	\$15,000	\$4,000 provision for EPA Licence and \$11,000 for development of MARART and other licencing and testing requirements.
Telecoms & SCADA	\$19,000	Assumption based on FY2020 Telstra charges.
<b>Total Operating Expenses</b>	<b>\$269,000</b>	

# ERA WATER

## 4.3 Depreciation and Amortisation

4.3.1 Depreciation for FY2021 has been calculated at \$466,415 with reference to the useful life estimates by asset class shown in Table 5.

**TABLE 5: Asset Useful Lives**

Asset Class	Sub Asset Class	Years	Depn Rate
Civil Assets	CA - Biofilters and Wetlands	50	2.0%
	CA - Bores (excluding pumps)	70	1.4%
	CA - Buildings (including foundations)	50	2.0%
	CA - Earthworks	70	1.4%
	CA - Fencing	30	3.3%
	CA - Landscaping and Plantings	10	10.0%
	CA - Pipelines and Pipework	70	1.4%
	CA - Roadways and Paving	50	2.0%
	CA - Stormwater Structures	50	2.0%
	CA - Tanks / Chambers / Manholes	50	2.0%
Electrical Assets	EA - Electrical conduits / cables / pits	70	1.4%
	EA - Switchboards and Transformers	25	4.0%
Instrumentation and Control Assets	IA - Flow Meters and Water meters	15	6.7%
	IA - Online instrumentation	15	6.7%
	IA - SCADA System and PLC's	15	6.7%
	IA - Security and fire detection equipment	15	6.7%
	IA - Telemetry equipment	15	6.7%
ICT Assets	IT - Computer Hardware	5	20.0%
	IT - Computer Software	5	20.0%
Mechanical Assets	MA - Pumps and pump sets	20	5.0%
	MA - Valves	20	5.0%
Sunk Costs	SC - Sunk Costs	70	1.4%
Specialised Water Treatment Equipment	WT - UV disinfection systems	20	5.0%

## 4.4 Finance Costs

Interest expense is forecast to be \$355,058. This is calculated using the following assumptions:

4.4.1 \$5.0 million fixed rate facility at 2.9% per annum (maturing July 2024);

4.4.2 \$3.0 million fixed rate facility at 1.3% per annum (maturing Jan 2022);

4.4.3 Remaining debt facilities at the current CAD rate of 2.05%

## 5. CASH AND CAPITAL

### 5.1 Capital Expenditure

5.1.1 A capital provision of \$100k has been included to support the cost of external customer connections. Where possible, ERA Water will seek to on charge the cost of connections to new customers either in the form of upfront payments or increased water prices.

5.1.2 A \$50k general capital provision has been included for unforeseen system upgrades.

# ERA WATER

## 5.2 Cash Position

- 5.2.1 Net cash from operating activities is forecast to be a (\$133,729) cash operating deficit.
- 5.2.2 Net cash from investing activities is forecast to be (\$150,000) on account of budgeted capital expenditure.
- 5.2.3 Net cash from financial activities is forecast to be \$288,000 to finance the capital expenditure.
- 5.2.4 The forecast closing debt level is \$15.25 million which is \$0.05 million below the existing debt cap of \$15.300 million.
- 5.2.5 Table 6 shows the forecast monthly closing cash position based on the budget.

**TABLE 6: Monthly closing cash position**

\$	Jul-21 Budget Mnth 13	Aug-21 Budget Mnth 14	Sep-21 Budget Mnth 15	Oct-21 Budget Mnth 16	Nov-21 Budget Mnth 17	Dec-21 Budget Mnth 18	Jan-22 Budget Mnth 19	Feb-22 Budget Mnth 20	Mar-22 Budget Mnth 21	Apr-22 Budget Mnth 22	May-22 Budget Mnth 23	Jun-22 Budget Mnth 24
<b>Non-current Liabilities</b>												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	15,045,603	14,533,603	14,695,603	14,765,603	14,797,603	14,881,603	14,887,603	14,893,603	15,004,603	15,036,603	15,094,603	15,250,603
<b>Total Non-current Liabilities</b>	<b>15,045,603</b>	<b>14,533,603</b>	<b>14,695,603</b>	<b>14,765,603</b>	<b>14,797,603</b>	<b>14,881,603</b>	<b>14,887,603</b>	<b>14,893,603</b>	<b>15,004,603</b>	<b>15,036,603</b>	<b>15,094,603</b>	<b>15,250,603</b>

- 5.2.6 Depending on the future performance, ERA Water may exceed its existing debt cap towards the end of FY2022.

## 5.3 Equity

Historical accumulated surpluses have been derived from the grant funding received from the Federal Government to fund the construction of the scheme. Net Surplus / Deficit represents the movement in the Operating Statement for the budget year.

# ERA WATER

## ATTACHMENT A: Financial Statements

### Statement of Comprehensive Income

#### ERA Water LTFP | Alert in Borrowings

\$	Jun-21 BR2 Yr 1	Jun-22 Budget Yr 2
All error checks	OK	
<b>Income</b>		
User Charges		
Water Sales ERA Councils	581,529	594,336
Water Sales ERA Councils - Annual True-Up	-	-
Net Water Sales ERA Councils	581,529	594,336
Water Sales Other Customers	31,136	260,910
Grants, Subsidies and Contributions	-	-
Investment Income	-	-
<b>Total Income</b>	<b>612,665</b>	<b>855,246</b>
<b>Expenses</b>		
Employee Costs	189,500	250,000
Materials, Contracts & Other Expenses	594,461	392,000
Depreciation & Amortisation	461,483	466,534
Finance Costs	355,058	346,975
<b>Total Expenses</b>	<b>1,600,502</b>	<b>1,455,509</b>
<b>Operating Surplus / (Deficit)</b>	<b>(987,837)</b>	<b>(600,262)</b>
Amounts Received Specifically for New or Upgraded Assets	-	-
<b>Net Surplus / (Deficit)</b>	<b>(987,837)</b>	<b>(600,262)</b>
<b>Other Comprehensive Income</b>		
Amounts which will not be reclassified to operating result	-	-
Impairment expense	-	-
<b>Total Comprehensive Income</b>	<b>(987,837)</b>	<b>(600,262)</b>

# ERA WATER

## Balance Sheet

### ERA Water LTFP | Alert in Borrowings

\$	Jun-21 BR2 Yr 1	Jun-22 Budget Yr 2
<b>Assets</b>		
<b>Current Assets</b>		
Cash & cash equivalents	151,815	156,086
Trade & Other Receivables	-	-
<b>Total Current Assets</b>	<b>151,815</b>	<b>156,086</b>
<b>Non-current Assets</b>		
Financial assets	-	-
Infrastructure, property, plant & equipment	20,598,168	20,281,634
<b>Total Non-current Assets</b>	<b>20,598,168</b>	<b>20,281,634</b>
<b>Total Assets</b>	<b>20,749,983</b>	<b>20,437,720</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade & Other Payables	240,479	240,479
Provisions	755	755
Borrowings	-	-
<b>Total Current Liabilities</b>	<b>241,234</b>	<b>241,234</b>
<b>Non-current Liabilities</b>		
Trade & Other Payables	-	-
Borrowings	14,962,603	15,250,603
<b>Total Non-current Liabilities</b>	<b>14,962,603</b>	<b>15,250,603</b>
<b>Total Liabilities</b>	<b>15,203,837</b>	<b>15,491,837</b>
<b>NET ASSETS</b>	<b>5,546,146</b>	<b>4,945,883</b>
<b>Equity</b>		
Accumulated Surplus	5,729,393	5,134,660
Net Surplus (Deficit)	(183,248)	(188,777)
Asset Revaluation Reserves	-	-
<b>TOTAL EQUITY</b>	<b>5,546,146</b>	<b>4,945,883</b>
Net Debt	14,810,788	15,094,517

# ERA WATER

## Statement of Cash Flows

### ERA Water LTFP | Alert in Borrowings

\$	Jun-21 BR2	Jun-22 Budget
<b>Cash Flows from Operating Activities</b>		
<b>Receipts</b>		
Water Sales ERA Councils	581,529	594,336
Water Sales ERA Councils - Annual True-Up	-	-
Net Water Sales ERA Councils	581,529	594,336
Water Sales Other Customers	78,437	260,910
Other receipts	-	-
Investment Income	-	-
<b>Payments</b>		
Employee costs	(189,500)	(250,000)
Materials, contracts & other expenses		
Fixed Operating Costs	(137,000)	(123,000)
Operational Costs	(457,461)	(269,000)
Finance Payments	(355,058)	(346,975)
<b>Net cash provided by (or used in) Operating Activities</b>	<b>(479,053)</b>	<b>(133,729)</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts</b>		
Amounts Received Specifically for New Assets	-	-
<b>Payments</b>		
Expenditure on new/upgraded Assets	(415,000)	(150,000)
<b>Net cash provided by (or used in) Investing Activities</b>	<b>(415,000)</b>	<b>(150,000)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts</b>		
Proceeds from Borrowings	899,000	288,000
<b>Payments</b>		
Repayment of borrowings	-	-
<b>Net cash provided by (or used in) Financing Activities</b>	<b>899,000</b>	<b>288,000</b>
<b>Net Increase (Decrease) in cash held</b>	<b>4,947</b>	<b>4,271</b>
Cash and cash equivalents at beginning of period	146,868	151,815
<b>Cash and cash equivalents at end of period</b>	<b>151,815</b>	<b>156,086</b>

**3. CLOSURE**