

# Audit & Risk Committee Agenda & Reports

**17 April 2023**

## **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  
175 The Parade, Norwood SA 5067

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City of  
Norwood  
Payneham  
& St Peters

13 April 2023

## To all Members of the Audit & Risk Committee

### Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Grant Piggott
- Cr Claire Clutterham
- Ms Stephanie Eldridge (Independent Member)
- Ms Sandra Di Blasio (Independent Member)

### Staff

- Mario Barone (Chief Executive Officer)
- Lisa Mara (General Manager, Governance & Civic Affairs)
- Sharon Francis (Acting Manager, Finance)

### NOTICE OF MEETING

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Audit & Risk Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

**Monday 17 April 2023, commencing at 7.00pm**

Please advise Lisa Mara on 8366 4549 or email [lmara@npsp.sa.gov.au](mailto:lmara@npsp.sa.gov.au), if you are unable to attend this meeting or will be late.

A light meal will be available from 6.30pm.

Yours faithfully



Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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City of  
**Norwood  
Payneham  
& St Peters**

1.	CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 27 MARCH 2023.....	1
2.	PRESIDING MEMBER'S COMMUNICATION.....	1
3.	QUESTIONS WITHOUT NOTICE .....	1
4.	QUESTIONS WITH NOTICE .....	1
5.	WRITTEN NOTICES OF MOTION .....	1
6.	STAFF REPORTS .....	1
6.1	DRAFT 2023-2024 BUDGET .....	2
7.	CONFIDENTIAL REPORTS .....	16
8.	OTHER BUSINESS .....	16
9.	NEXT MEETING .....	16
10.	CLOSURE.....	16

**VENUE** Mayors Parlour, Norwood Town Hall

**HOURL**

**PRESENT**

**Committee Members**

**Staff**

**APOLOGIES**

**ABSENT**

**TERMS OF REFERENCE:**

*The functions of the Audit & Risk Committee include:*

- (a) reviewing Annual Financial Statements to ensure that the Statements present fairly the state of affairs of the Council; and*
- (b) proposing, and providing information relevant to, a review of the Council's strategic management plans or annual business plan; and*
- (c) monitoring the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by the Council's External Auditor; and*
- (d) proposing, and reviewing, the exercise of powers under Section 130A of the Local Government Act 1999; and*
- (e) liaising with the Council's External Auditor in accordance with any requirements prescribed by the regulations; and*
- (f) reviewing the adequacy of the accounting, internal controls, reporting and other financial management systems and practices of the Council on a regular basis; and*
- (g) providing oversight of planning and scoping of the Internal Audit work plan; and*
- (h) reviewing and commenting on reports provided by the person primarily responsible for the Internal Audit function at least on a quarterly basis; and*
- (i) reviewing and evaluating the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis; and*
- (j) reviewing any report obtained by the Council pursuant to Section 48(1) of the Local Government Act 1999; and*
- (k) performing any other function determined by the Council or prescribed by the regulations.*

- 1. CONFIRMATION OF MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 27 MARCH 2023**
- 2. PRESIDING MEMBER'S COMMUNICATION**
- 3. QUESTIONS WITHOUT NOTICE**
- 4. QUESTIONS WITH NOTICE**  
Nil
- 5. WRITTEN NOTICES OF MOTION**  
Nil
- 6. STAFF REPORTS**

## 6.1 DRAFT 2023-2024 BUDGET

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**REPORT AUTHOR:** Manager, Finance  
**GENERAL MANAGER:** General Manager, Governance & Civic Affairs  
**CONTACT NUMBER:** 8366 4585  
**FILE REFERENCE:** qA83737  
**ATTACHMENTS:** A - D

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### PURPOSE OF REPORT

The purpose of the report is to present the Draft 2023-2024 Budget to the Audit & Risk Committee to enable the Committee to provide comment and/or recommendations to the Council, prior to the Council's "in principle" endorsement of the Draft 2023-2024 Annual Business Plan, the Draft 2023-2024 Budget and the Draft Rating Policy for the purpose of undertaking public consultation.

### 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 15 August.

The Draft Budget comprises the Recurrent Budget, which incorporates the revenue and expenditure which is required to provide the "Business as Usual" services. The second component incorporates the Capital and Operating Project Budget. The Operating Projects Budget encompasses services, programs and activities that are outside the "Business as Usual" services and are considered discretionary in nature, (i.e. the Council is under no obligation to provide the services, activities or programs or if required to undertake the activity, for example the Representation Reviews are irregular in nature). Operating Projects generally include one off activities or programs, an expansion of an existing service or program or proposals to introduce a new service or program. Operating Projects are funded from Rate Revenue or a fee for service charge.

The Capital Works Budget encompasses projects which renew, upgrade or create new infrastructure assets. Examples of some projects are the Civil Infrastructure Whole-of-Life Program (renewal), Playground/Reserve Redevelopment (upgrade). Renewal Capital Projects are funded through Rate Revenue, via the depreciation charge, with new or upgrade works funded through borrowings or cash reserves.

At its Special meeting held on 11 April 2023, the Council considered the Draft 2023-2024 Budget and following consideration of the Draft 2023-2024 Budget, the Council resolved the following:

1. *That the proposed Operating and Capital Projects as set out in Attachment A be endorsed "in principle".*
2. *That the Council endorses "in principle", the Draft 2023 -2024 Budget set out in the Financial Statements contained in Attachment D, which incorporates the proposed Operating and Capital Projects;*
3. *The Council requests that the following information be provided to the Council at its meeting to be held on 1 May 2023 as part of the Council's consideration of the Draft 2023-2024 Annual Business Plan and Budget:*
  - a. *review of projected income from Statutory Charges, User Charges & Other Income, noting their overall decline and to include any income gains achievable from planned resource increase noting that statutory charges for 2023-2024 will not be known until the State Budget has been handed down;*
4. *The Council requests that a meeting of the Audit & Risk Committee be convened to enable the Committee to provide comment on the Draft 2023-2024 Budget prior to the Council Meeting to be held on 1 May 2023.*

The Draft 2023-2024 Annual Business Plan, the Draft 2023-2024 Budget and the Draft Rating Policy, is scheduled to be considered at the Council Meeting on 1 May 2023.

The Draft 2023-2024 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 its Strategic Management Plan in *City Plan 2030: Shaping our Future*. The Draft 2023-2024 Annual Business Plan and supporting Draft 2023-2024 Budget, set out the proposed services and programs and explains how the Council intends to finance its continuing and new 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 severe 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 financing new services and major capital investments.

The Draft 2023-2024 Budget has been developed on the basis of ensuring that it will assist in delivering on the Council's Long Term Strategic direction and financial objectives set out in the LTFP.

## **FINANCIAL AND BUDGET IMPLICATIONS**

For the 2023-2024 Financial Year, the LTFP estimates an Operating Surplus of \$1.355 million, based on a Rate Revenue increase of 4.55%.

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 has been prepared with reference to the budget parameters which were adopted by the Council at its meeting held on 16 January 2023.

The Draft Budget, as presented in this report, based on the 4.55% Rate Revenue increase as set out in the Long-Term Financial Plan, will deliver an Operating Deficit of \$141,624.

To achieve an Operating Surplus of \$1.355 million as set out in the Long-Term Financial Plan, a Rate Revenue Increase of 8.78% would be required.

At the time of writing this report, the Rate increase for the average residential ratepayer is not available.

## **EXTERNAL ECONOMIC IMPLICATIONS**

The South Australian economy has continued to perform solidly across a number of economic indicators, although the pace of growth appears to be moderating. Following growth of 4.7% in 2020-21, Gross State Product (GSP) remained strong in 2021-2022, growing by 5.1 per cent. State Final Demand (SFD) was also strong, increasing by 5.6% in 2021-2022 following an increase of a 5.3% in 2020-2021. Growth in both GSP and SFD, however, is expected to moderate in 2022-23 and 2023-24 as higher interest rates and inflation flow through to moderate spending and investment decisions.

The outlook for inflation has been revised upwards, reflecting the high rates of inflation being experienced in many (mainly advanced) nations, including Australia. The Adelaide Consumer Price Index (CPI) is now forecast to grow by 7.25% in 2022-2023, reflecting dwelling construction price pressures, the recent strong fuel price growth and the high prices for fruit and vegetables due to recent flooding events.

The Adelaide CPI is forecast to moderate to 4 per cent growth in 2023-2024 partly due to the effectiveness of monetary tightening in dampening demand, and to fall back within the RBA's target range from 2024-2025.

## **SOCIAL ISSUES**

No Applicable.

## **CULTURAL ISSUES**

Not Applicable.

## **ENVIRONMENTAL ISSUES**

Not Applicable.

## **RESOURCE ISSUES**

Not Applicable.

## **RISK MANAGEMENT**

The Draft 2023-2024 Budget will be impacted upon by the decisions made by the Federal Government and State Government in their respective budgets. At the time of writing this report, no information regarding these budgets is available.

As a result, the Draft 2023-2024 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 instalments. The value of these payments has not been indexed;
- 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 \$146 per tonnes; and
- no new fees and charges will be introduced.

Any adjustments to the Draft Budget arising from the State Budget will be incorporated into the Council Budget when this information becomes available.

Notwithstanding this, the preparation of the Draft 2023-2024 Annual Business Plan and Budget has been 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**  
Elected Members have been apprised of the Draft 2023-2024 Recurrent Budget, Capital Works Program and Operating Projects at an Information Briefing held on 14 March 2023 and considered the Draft 2023-2024 Budget at the Special Council Meeting held on 11 April 2023.
- **Audit Committee**  
The Audit Committee considered a report on the 2023-2024 Annual Business Plan and Budget Objectives and Parameters at its Meeting held on 27 March 2023. (This report was also considered by the Council at its meeting held on 16 January 2023).
- **Community**  
Citizens will be provided the opportunity have input into the Draft 2023-2024 Budget through public consultation on the Draft Annual Business Plan, which is scheduled to be undertaken from 5 May 2023 through to 29 May 2023.

- **Staff**

The preparation of the Draft 2023-2024 Budget has been completed with the involvement of the Chief Executive Officer, General Managers and staff responsible for management of the Budget.

- **Other Agencies**

Not Applicable.

## **DISCUSSION**

The Draft 2023-2024 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 *CityPlan 2030: Shaping our Future* and that those services receive appropriate funding.

The key objective therefore is to develop a 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, prudent and equitable manner and to ensure that future financial impacts 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**

In developing the Draft 2023-2024 Budget, the following principles and assumptions have been applied:

- the Recurrent 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 8.0%;
- Wages and Salaries increases are based on the Council's Enterprise Agreements;

### **Budget Overview**

Table 1 below sets out the Draft Budget, based on the LTFP recommended Rate Revenue increase of 4.55% which will deliver an Operating Deficit of \$141,624.

The Recurrent Budget and programs, which incorporates the revenues and expenditure required to provide the "Business as Usual" services, provides a surplus of \$1.548 million, which will be used to fund the delivery of the proposed Operating Projects, which are set out **Attachment A**, and additional interest costs to cover the additional finance costs associated with borrowings required to fund the delivery of the proposed Capital Works Program, which is contained in **Attachment A**.

The total Operating Expenditure is \$51.13 million, with \$38.2 million (75%) being more readily influenced by the decisions made as part of the budget process. The remaining \$12.9 million (25%) of expenditure relates to Ownership Costs, which are a result of past investment decisions in respect to the upgrading of existing assets or building new assets. While the ownership expenditure associated with the Council's past Capital Works program cannot be influenced or changed in the current year, the annual increase in future ownership costs is influenced by the decisions made in respect to the amount of expenditure incurred in 2023-2024 on the investment in the renewed, new and upgraded assets. As such decisions regarding the current year projects need to be made in the context of the future impact on operating expenditures and Rate increases.

It should be noted that while the cost to finalise or undertake the 2022-2023 Operating Projects to be carried forward into the 2023-2024 Draft Budget are included to determine the Draft 2023-2024 Operating Surplus, the funding to undertake these projects will be sourced from cash reserves.

In addition, the draft budgets from Regional Subsidiaries have not at this stage been incorporated into the Draft Operating result. The Council is required to report the Council's share of the Regional Subsidiaries operating results and while this will have an impact on the Council's reported Operating Result, this is a non-cash transaction that does not have an impact on the Council's cash position.



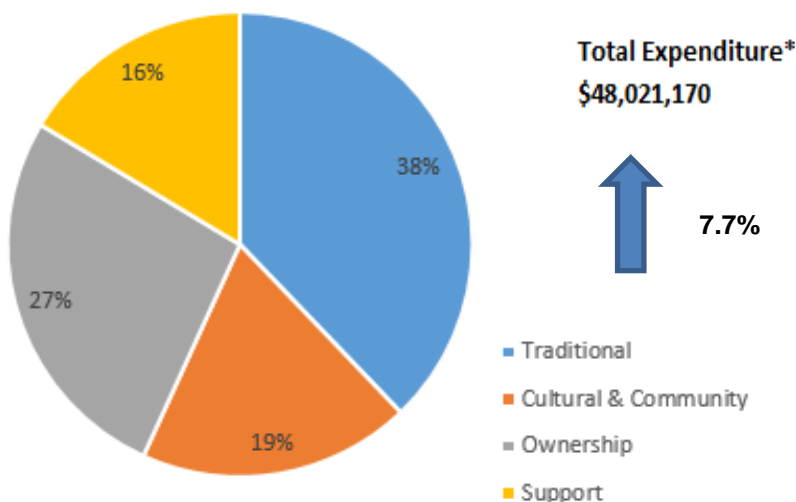
**TABLE 1: 2023-2024 PROPOSED STATEMENT OF COMPREHENSIVE INCOME**

	Recurrent Budget	Carry Forwards	Operating Projects	Capital Projects	Proposed
	2023-2024	2023-2024	2023-2024	2023-2024	2023-2024
	\$	\$	\$	\$	\$
<b>INCOME</b>					
Rates	41,792,412	-	-	-	41,792,412
Statutory charges	2,100,000	-	-	-	2,100,000
User charges	3,836,788	-	-	-	3,836,788
Grants, subsidies and contributions	2,612,226	-	42,446	-	2,654,672
Investment income	120,000	-	-	-	120,000
Other income	491,110	-	-	-	491,110
Net loss joint ventures & associates	-	-	-	-	-
<b>Total Income</b>	<b>50,952,536</b>	<b>0</b>	<b>42,446</b>	<b>0</b>	<b>50,994,982</b>
<b>EXPENSES</b>					
Employee costs	17,418,099	-	370,682	-	17,788,781
Materials, contracts & other expenses	19,359,823	-	1,070,500	-	20,430,323
Finance costs	165,000	-	-	290,901	455,901
Depreciation & amortisation	12,461,601	-	-	-	12,461,601
Net loss Joint Ventures & Associates	-	-	-	-	-
<b>Total Expenses</b>	<b>49,404,523</b>	<b>0</b>	<b>1,441,182</b>	<b>290,901</b>	<b>51,136,606</b>
<b>OPERATING SURPLUS / (DEFICIT)</b>	<b>1,548,013</b>	<b>0</b>	<b>-1,398,736</b>	<b>-290,901</b>	<b>-141,624</b>
Net gain (loss) on disposal or revaluation of assets	-	-	-	25,000	25,000
Amounts specifically for new or upgraded assets	-	-	-	10,147,474	10,147,474
<b>NET SURPLUS (DEFICIT)</b>	<b>1,548,013</b>	<b>0</b>	<b>-1,398,736</b>	<b>9,881,573</b>	<b>10,030,850</b>

As set out in Figure 1 below, services, programs and activities delivered through the Recurrent Budget (excludes operating projects), 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 expectations and/or needs. Together, these services represent 57% (\$27.3 million) of the draft Recurrent Budget. These services, programs and activities are supported by the Council's *Governance and Administration* structure. These support services represent 16% (\$7.9m) of the draft Recurrent Budget.

The final component of the Recurrent Budget is Ownership Costs (\$12.9m). As previously mentioned, these costs are being now incurred as a result of past investment decisions in long term assets and as such, the Council has little control over the value of these costs for the current year. These future costs can however, be influenced by the decisions that are made regarding the level of capital investment in new and upgraded assets when considering the 2023-2024 Projects Budget.

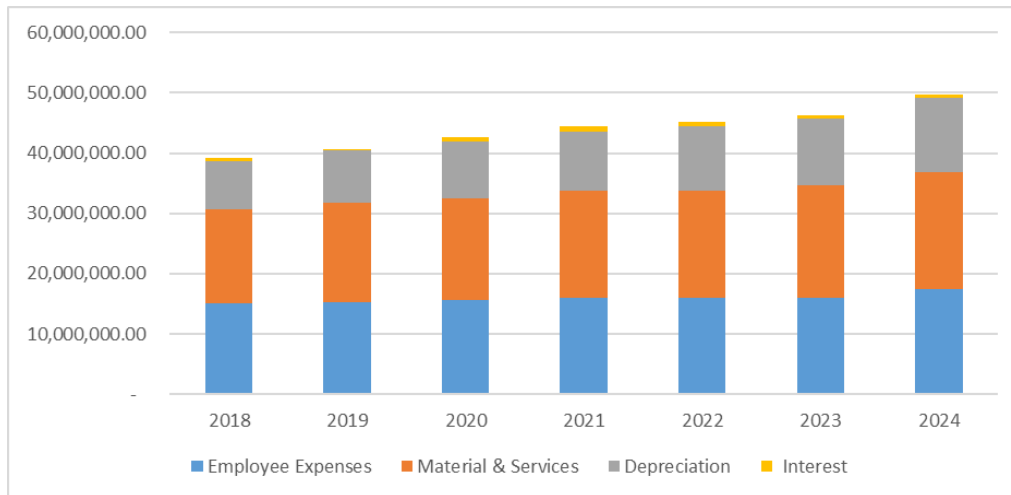
**FIGURE 1: COMPONENTS OF THE DRAFT 2023-2024 RECURRENT BUDGET**



The services, programs and activities which make up each element of draft Recurrent Budget is contained in Table 2 below and **Attachment B**.

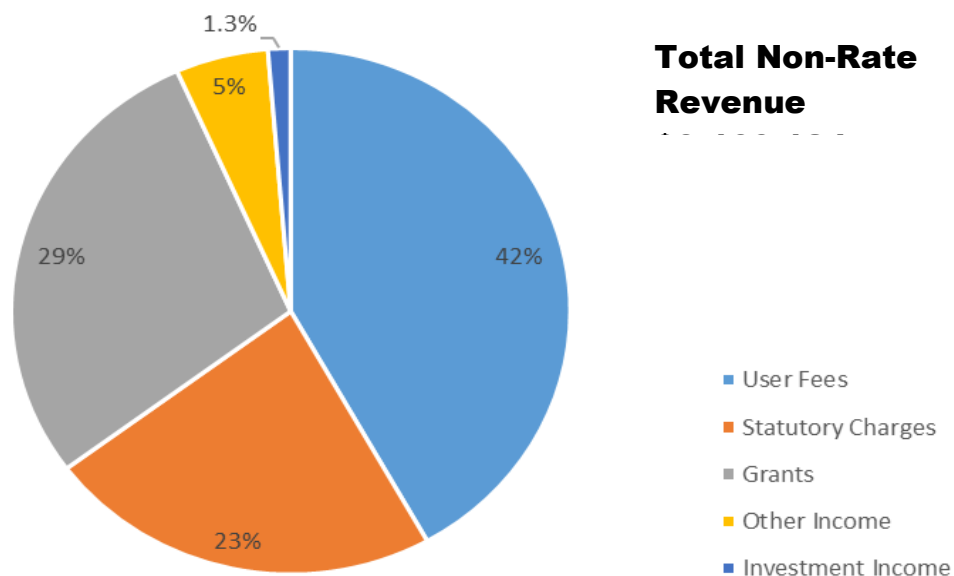
The cost elements of the Recurrent Budget as set out in Figure 2 below, are Employee Expenses, which represent 35%, Material, Contracts & Other Expenses, which represent 39%, Depreciation which represents 25% and Finance Costs (excluding any new borrowings) which represent 1% of the total draft Recurrent Budget. Over the past five (5) 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 37% of the total budget to 35%. The overall Recurrent Budget increase for 2023-2024 is 4.87%, 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 **82%** of the Council's Operating expenditure. The balance is funded from non-rate revenue which is predominately made up of User Charges (43%) which incorporate Child Care Centre fees, Swimming Centre charges, Hire and Lease fees associated with Council facilities, HACC Services; Grant Income (29%) 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 18% of the Council's total revenue, with \$9,160 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. It must be noted that 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 that are payable for the use of the Council's discretionary services and facilities, with 87% of the Council's User Charges income being generated from the St Peters Child Care Centre & Pre-school, the Swimming Centres and the Norwood Concert Hall.

Statutory Charges includes fees and charges that are set by State Government legislation. In some circumstances, such as Parking Infringements, the fees charged are set at a fixed rate as set out in the legislation, whereas 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 that is earned from Parking Expiration Notices is the main source (45%) of Statutory Charges Income.

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

**TABLE 2: DRAFT 2023-2024 RECURRENT BUDGET BY FUNCTION**

Function	Expenditure	Income	Net Operating Surplus / (Deficit)
<b>Rates</b>	<b>1,657,033</b>	<b>41,677,412</b>	<b>40,020,379</b>
<b>Traditional</b>	<b>18,248,445</b>	<b>3,176,588</b>	<b>-15,071,857</b>
Infrastructure Management	5,155,105	545,000	-4,610,105
Waste & Recycling Services	4,853,253	25,000	-4,828,253
Trees, Parks, Sports & Recreation	4,314,623	345,088	-3,969,535
Economic Development, Regulatory Services, Environment &	3,925,464	2,261,500	-1,663,964
<b>Cultural &amp; Community</b>	<b>9,149,654</b>	<b>4,846,036</b>	<b>-4,303,618</b>
Community Services Health Aged & Youth Services	5,091,072	3,951,626	-1,139,446
Libraries & Community Facilities	3,191,621	868,010	-2,323,611
Community Events, Arts & Heritage	866,961	26,400	-840,561
<b>Governance, Communications &amp; Administration</b>	<b>7,722,790</b>	<b>1,132,500</b>	<b>-6,590,290</b>
Governance	2,631,303	342,500	-2,288,803
Administration	4,558,449	790,000	-3,768,449
Communications	533,038	0	-533,038
<b>Ownership</b>	<b>12,626,601</b>	<b>120,000</b>	<b>-12,506,601</b>
<b>Total</b>	<b>49,404,523</b>	<b>50,952,536</b>	<b>1,548,013</b>

### 2023-2024 Proposed Operating Projects

The Draft Budget as set out in Table 1, incorporates funding allocation for new Operating Projects to the value of \$1.4 million. Operating Project expenditure is offset by income of \$42,466, which is the final payment of the Roads-to-Recovery Funding for the 5-year cycle. As Elected Members are aware, Roads-to-Recovery Grant Funding is utilised to deliver the Civil Infrastructure Renewal Program.

The proposed Operating Projects for 2023-2024 have been broken down into a number of categories as detailed in Table 3 below.

**TABLE 3: OPERATING PROJECT CATEGORIES**

Operating Project Category	2023-2024 Proposed Operating Projects \$	2022-2023 Carry Forward Operating Projects
Proposed New Projects arising from		
• Events & Awards	173,000	-
• Traffic Management Initiatives	140,000	-
• Environmental Initiatives	14,500	75,000
• Council Operational Plans <ul style="list-style-type: none"> <li>◦ <i>Community Survey, CityPlan 2030, Dog &amp; Cat Management Plan etc.</i></li> </ul>	125,000	90,000
• Corporate & Governance	200,000	10,000
• Other	543,682	70,000
<b>Total Operating Projects Expenditure</b>	<b>1,196,182</b>	<b>245,000</b>

In addition to the new Operating Projects, there are a number of Operating Projects that were adopted as part of the 2022-2023 Budget, that are not anticipated to be completed by 30 June 2023. A review of the current year's Operating Projects has been undertaken and based on a review of year-to-date expenditure, the Draft Budget, as detailed above, includes funding allocation for 2022-2023 Operating Projects to be carried forward of \$245,000. Operating Projects carried forward will be funded by cash reserves.

A copy of the Funding Submissions for Capital and Operating Projects are contained in **Attachment C**.

### **Budgeted Capital Projects**

The Draft 2023-2024 Budget, as presented, incorporates Capital Projects to the value of \$ 53.7 million inclusive of 2022-2023 Carry Forwards and staff costs of \$1.279 million which are capitalised (i.e. staff involved in the delivery of the projects involving physical assets) and included in the final asset cost.

The proposed Capital Expenditure is offset by Capital funding which incorporates grants and other revenues to the value of \$10.1 million, which results in a net cost to the Council of \$43.6 million. The proposed Capital Projects for 2023-2024, have been broken down into a number of categories as set out Table 4 below.

**TABLE 4: CAPITAL PROJECT CATEGORIES**

Capital Project category	2023-2024 Proposed Capital Projects \$
Whole-of-Life Capital Works Program	
* Road Resealing	4,964,143
* Footpath Reconstruction	1,181,033
* Kerb Reconstruction	1,551,917
* Stormwater Drainage Program (inc. carry forward budgets) *	14,130,044
Other Infrastructure Asset Renewal	1,972,313
Major Projects (inc. carry forward budgets)	27,800,000
Quadrennial Art Project (inc. carry forward budgets)	75,000
Non-Infrastructure Renewal	525,700
Minor projects	257,500
Capitalisation of Salaries (existing staff)	1,279,257
<b>Total Capital Projects Expenditure</b>	<b>53,736,907</b>
<b>Capital Funding</b>	<b>10,147,474</b>
<b>Net Cost</b>	<b>43,589,433</b>

A review of the Capital Projects for the current year (2022-2023) has been undertaken and based on a review of year to date spend and project timelines, the Draft Budget, as detailed above, includes a funding allocation for 2022-2023 Capital projects to be carried forward of \$21.6 million. This comprises of the Trinity Valley Stormwater Drainage Project, the Payneham Memorial Swimming Centre Project, Cruickshank Reserve Upgrade Project, implementation of The Parade Masterplan Project, River Torrens Linear Park Path Upgrade Project and Burchell Reserve Upgrade.

## **Borrowings**

Capital Expenditure of \$53.8 million, as set out in **Attachment A**, is proposed to be funded as follows:

Use of depreciation recovered through rate revenue	\$ 12,461,601
Roads-to-Recovery Grant Funding	\$42,446
Grant Funding and other capital funding	\$10,147,474
Borrowings and cash reserves	\$31,085,386

In determining the timing and the level of borrowings that are 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 which are proposed to be undertaken, to minimise the interest costs and debt servicing needs, it is recommended that the Council utilise the Discounted Cash Advance Facilities to fund the cashflow that is required during the construction phases as opposed to the utilisation of the standard fixed period debenture loans.

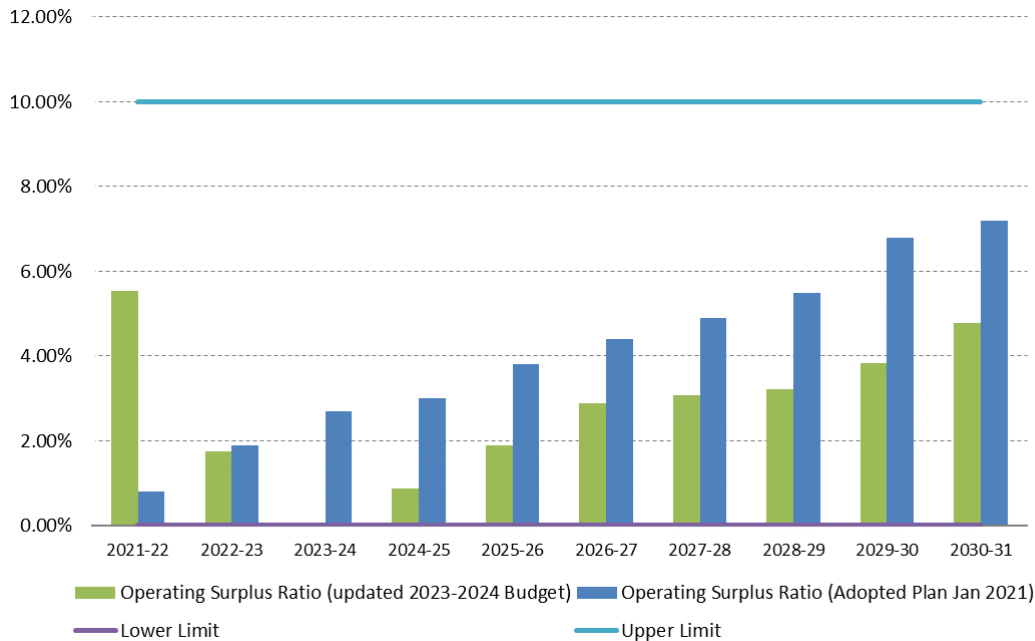
## **Long Term Financial Plan**

Pursuant to Section 122 4a (1) of the *Local Government Act 1999*, the Council must undertake a review of its Long-Term Financial Plan (LTFP) on an annual basis. To meet this legislative requirement, a review of the LTFP financial targets, which takes into account of the Draft 2023-2024 Budget, as presented in this report and its impact on the financial projections set out in the Long-Term Financial Plan, has been undertaken.

## **Outcome 1: A Balanced Budget**

*Council's services and programs, including depreciation of infrastructure and assets, is fully funded and the costs are shared equitably between current and future ratepayers.*

The Council's long-term sustainability is dependent upon ensuring that on average overtime, the operating expenses are less than the associated revenues. The Council's performance is measured by the Operating Ratio which measures the Council's Operating result, whether that be a surplus or deficit as a percentage of operating revenues. Ideally, at a minimum, the Operating surplus should be equal to the annual principal loan repayments.

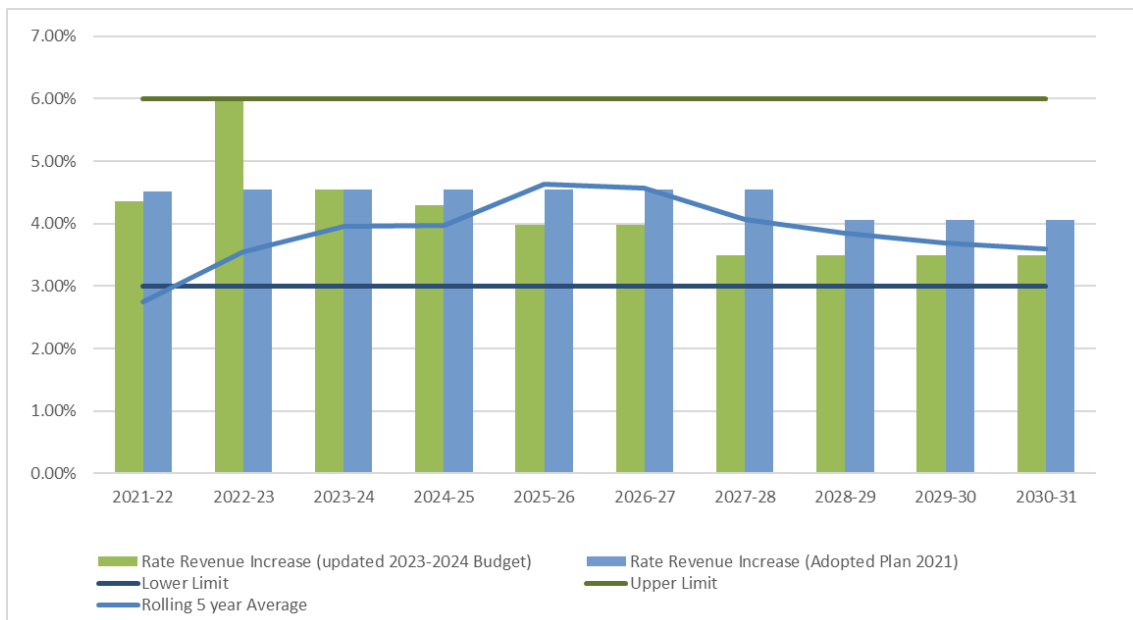


For 2023-2024, the Draft Budget has been prepared on the basis of a rate revenue increase of 4.55%, which is in line with the LTFP increase of 4.55% and will result in an Operating Deficit. The 2023-2024 Operating Deficit is \$141,624 compared to the LTFP surplus target of \$1.355 million.

## Outcome 2: Rate Stability

*Annual rate collections are fair and equitable for our residents and ratepayers with the aim to keep rate revenue increases stable over the medium term*

Rate revenue is a major component of Council's revenue base. The Council's objective is to have a Long Term Financial Plan based on consistent rate revenue increases which meet the increased cost of the base level services and programs but also reflect new assessment growth and increased service levels. The benchmark target is between 3% and 6%.

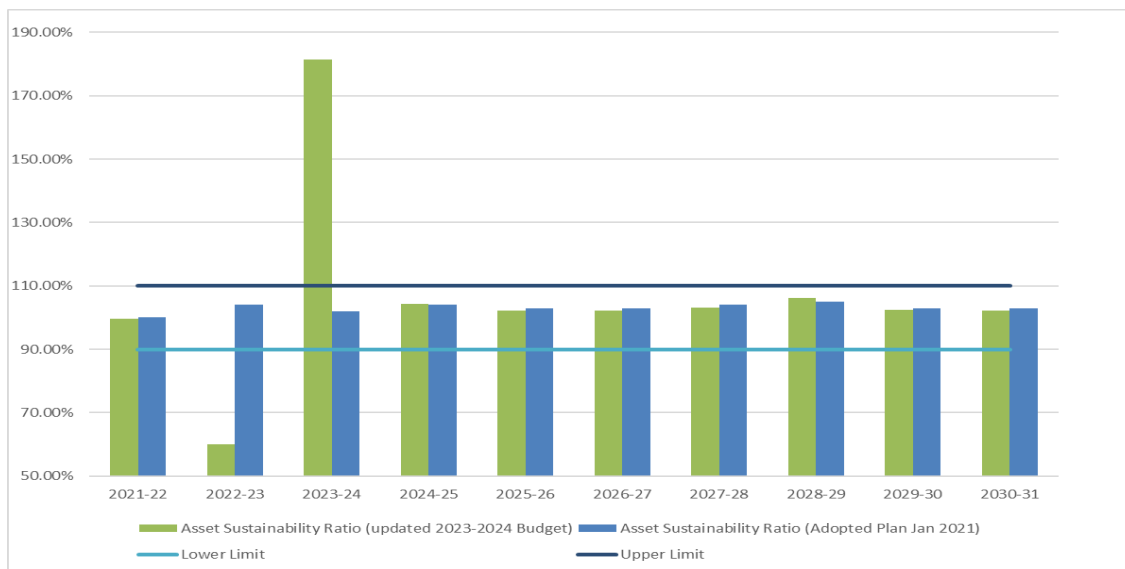


The Draft Budget is based on a Rate Revenue increase of 4.55%, which is an increase in Rate revenue of \$1,871,430 compared to the increased contained in the LTFP \$1,803,000. At the time of writing this report, the initial rate modelling of the impact of the rate revenue on the rate increase for the average residential ratepayer was not available.

### Outcome 3: Infrastructure and Asset Management

*Maintain Infrastructure and Assets in line with the Council's Whole of Life Infrastructure framework to achieve the outcomes and objectives, as set out in City Plan 2030*

The Council will measure its performance in achieving this outcome through the Asset Sustainability Ratio. The Asset Sustainability Ratio measures how well the Council is performing with respect to the renewal or replacement of existing physical assets, such as roads, footpaths, kerbing, buildings, council plant etc. The ratio is calculated by measuring capital expenditure on renewal or replacement of assets, relative to the planned spend outlined in the Council's Asset Management Plans. Ideally, physical assets should be renewed or replaced at the same rate the stock of assets is wearing out, however it is recognised that there may be some instances that require the Council to either accelerate decelerate the renewal or replacement of its existing asset base.



The asset sustainability ratio for 2023-2024 is reflective of the carry forward renewal spend associated with the major projects to be completed during 2022-2023 financial year and the increase in the proposed Drainage Program.

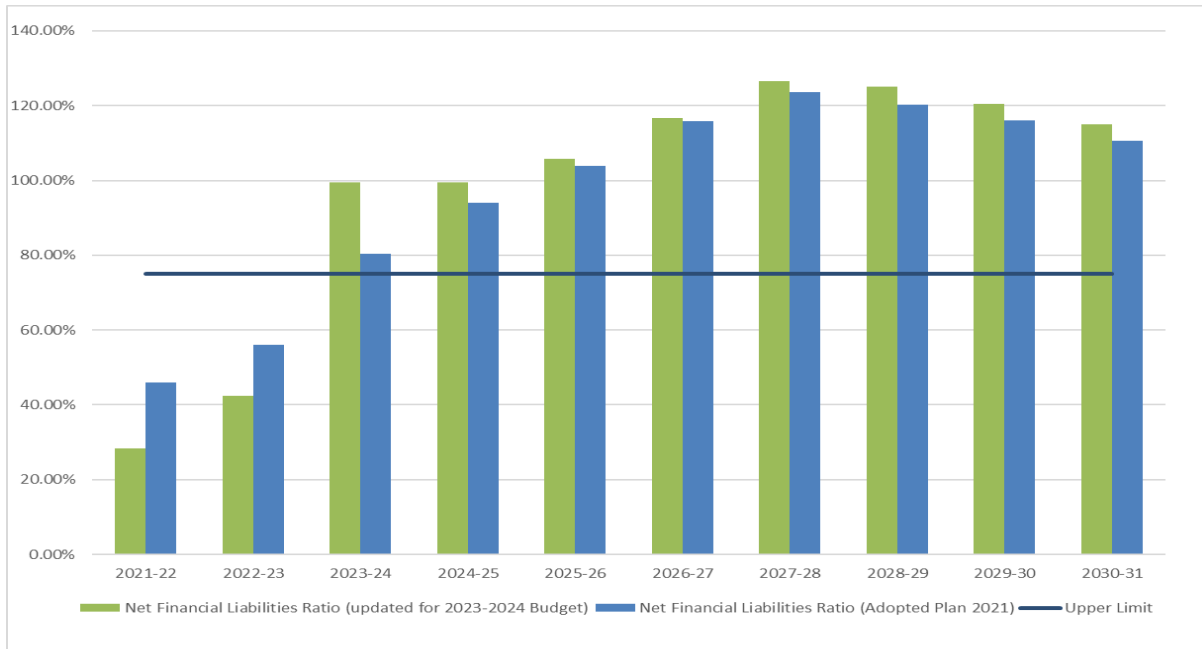
### Outcome 4: Debt Management

*Prudent use of debt to invest in new long-term assets to ensure intergenerational equity between current and future users*

Prudent debt management is the process of establishing and executing a strategy for managing a Council debt in order to raise the required amount of funding to achieve its capital investment objectives. It is important that the use of debt is balanced with other funding sources, such as grants and cash reserves, to ensure that the members of the community that receive the benefits from the investment, share the cost. In addition, the Council must ensure that it has the capacity to service its debt.

## Net Financial Liabilities

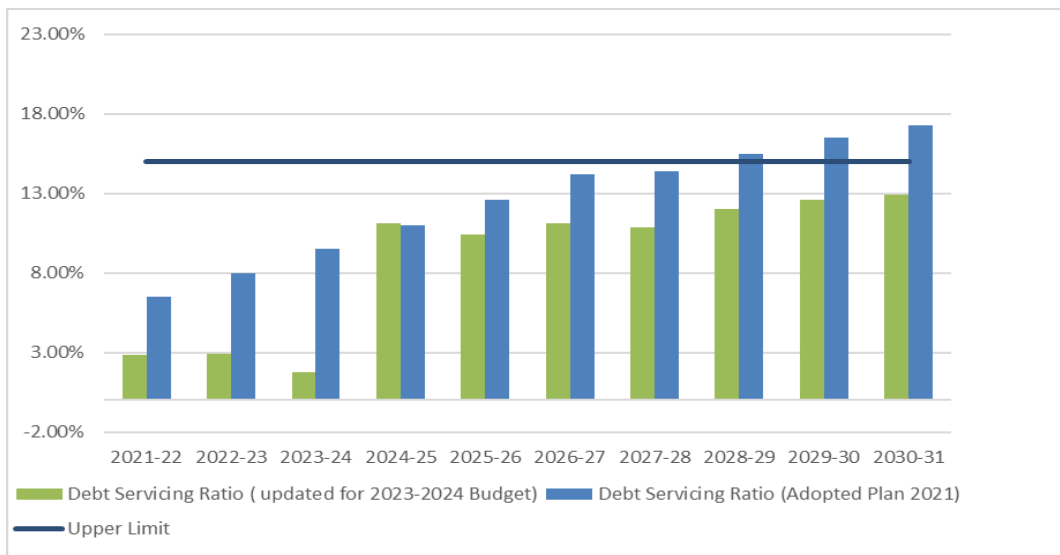
The Net Financial Liabilities measures the extent of indebtedness of the Council as a percentage of operating revenue. If the ratio falls over time this indicates that the Council's capacity to meet its financial obligations from operating income is strengthening.



As a result of an increase in the cash balance, resulting from the additional Rate Revenue increase and the slight reduction in the Operating Project Spent, the Net Financial Liabilities has fallen below 100% in years 2021-2025. As there is no proposed reduction in the Capital Works Program, there is no movement in the forecast level in Long-term Borrowings. The improvement in the Net Financial Liabilities is driven entirely from increased cash balances.

## Debt Servicing Ratio

The Debt Servicing Ratio measures the extent of rate revenue that is used to meet interest and principal loan repayments.





## OPTIONS

The purpose of this report is to provide the opportunity for the Committee to provide any comment on the Draft 2023-2024 Budget, prior to the Council endorsing the Draft 2023-2024 Annual Business Plan, the Draft 2023-2024 Budget and the Draft Rating Policy and prior to releasing the documents for public consultation.

In this regard, the Committee has the following options in respect to the consideration of this matter:

- advise the Council that it endorses 'in principle' the Draft 2023-2024 Budget, as set out in the Financial Statements contained in **Attachment D**, which incorporates the proposed Operating and Capital Projects contained in **Attachment A**; or
- recommend any amendments to the Draft 2023-2024 Budget, as set out in the Financial Statements contained in **Attachment D**, which incorporates the proposed Operating and Capital Projects contained in **Attachment A**.

## CONCLUSION

The Draft 2023-2024 Budget as presented in this report is based on the Council continuing to deliver its existing services, programs 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 2023-2024 Recurrent Budget has been delivered with reference to these guidelines and where the parameters have not been achieved, the reasons have been provided.

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.

Decisions regarding the Draft 2023-2024, need to take into account the impact on the Council's ability to continue to meet its operational and financial outcomes in the future.

With reference to the financial targets set out in the Long-Term Financial Plan, Table 5 sets out the performance of the Draft 2023-2024 Budget, as set out in this report, against the LTFP Financial Outcomes.

**TABLE 5: LONG TERM FINANCIAL PLAN TARGETS**

<b>Outcome</b>	<b>Measure</b>	<b>Target</b>	<b>Draft Budget</b>	
<b>A Balanced budget</b>	Operating Ratio <i>Measures the Councils Operating result, whether that be a surplus or deficit as a percentage of operating revenues</i>	Between 0% and 10%	-0.28%	✗
<b>Rate Stability</b>	Rate Revenue Increase <i>The annual increase in revenue generated from general rates</i>	Between 3% and 6%	4.55%	✓
<b>Infrastructure and Asset Management</b>	Asset Sustainability Ratio <i>Measures the rate at which the Councils assets are being renewed or replaced against the Infrastructure &amp; Asset Management Plan</i>	Between 90% and 110% <i>on a rolling three (3) year average</i>	157%	✗
<b>Debt Management</b>	Net Financial Liabilities Ratio <i>Measures the percentage operating revenues that would be required to settle the net amount owed by the Council.</i>	Less than 75%	103.3%	✗
	Debt Servicing Ratio <i>Measures the Council's commitment to interest costs and debt repayments are met by general rate revenue</i>	less than 15%	3.6%	✓

## COMMENTS

If Elected Members have any questions in relation to specific budget items or proposed allocations, please contact the Manager, Finance on 8366 4548, prior to the meeting as these discussions may assist in resolving any enquiry.

## RECOMMENDATION

That the report be received and noted.

# Attachment A

## Draft 2023-2024 Budget

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**City of  
Norwood  
Payneham  
& St Peters**

# 2023-2024 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
<b>Infrastructure Management</b>							
Capital	Capital Work Program - Traffic Control	Delivery of the 2023-2024 Civil Infrastructure Capital Works	71,663	-	71,663	-	-
Capital	Capital Works Program - Footpath	Program for the replacement and upgrade of selected segments of roads, footpaths and kerbing, in accordance with the "Whole-of-Life" allocation set out in the Council's Roads, Footpaths & Kerbs	1,181,033	-	1,181,033	-	-
Capital	Capital Works Program - Kerbing	Infrastructure & Asset Management Plan (2020).	1,551,917	-	1,551,917	-	-
Capital	Capital Works Program - Road Resealing		4,964,143	486,839	4,477,304	-	-
Capital	Stormwater Drainage Program (Includes carry forward funding)	Delivery of the 2023-2024 Stormwater Drainage Program. The Program includes the design and upgrade of the City's trunk stormwater drainage network as set in 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)	7,080,044	2,239,081	-	4,840,963	7,050,000
Capital	Plant Replacement	Replacement of plant and vehicles utilised by City Services Field staff in the delivery of maintenance services.	210,000	38,000	172,000	-	-
Capital	Private Laneways Conversion Project	Conversion and upgrade of one (1) private laneway to public road status in accordance with the Council's Private Laneways Policy & Procedure and section 210 of the Local Government Act 1999	46,000		-	46,000	-
Capital	Concept Design of Traffic Management Treatments in Marden & Royston Park	Concept design and community consultation associated with the traffic management in Marden and Royston Park, to reduce traffic speed and non-local through traffic through the precinct	40,000	-	-	40,000	
Operating	40 kph Speed Limit Implementation – Glynde, Payneham, Firle, Trinity Gardens & St Morris	Works associated with to implement action of an area speed limit of 40km/h in all streets bound by Payneham Road, Glynburn Road, Magill Road and Portrush Road, which includes the suburbs of Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris; including design investigations for traffic calming treatments at various locations	120,000	-	120,000	-	-

## 2023-2024 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Street Lighting Renewal & Upgrade	Delivery of minor street lighting upgrades for streets which have non-compliant street lighting	40,000	-	40,000	-	-
Operating	Consultation for 40KMH Speed Limit from Marden to Hackney	Undertake community consultation and preparation of plans for the implementation of a 40km/h speed limit in the residential streets bound by Lower Portrush Road, Payneham Road, North Terrace, Hackney Road and the River Torrens (the subject area). The subject area includes the suburbs of Marden (southwest of Lower Portrush Road, Royston Park, Joslin, St Peters, College Park and Hackney	20,000	-	20,000	-	-
<b>Trees Parks Sport &amp; Recreation</b>							
Capital	Payneham Swimming Centre <i>Includes carry forward funding</i>	Redevelopment of the Payneham Memorial Swimming Centre, as per the Council's Swimming Centres Strategy and endorsed concept plans	7,000,000	-	7,000,000	13,700,000	15,000,000
Capital	Recreation & Open Space Infrastructure Works Program	Delivery of the Recreation & Open Space Works Program 2023-2024 which includes the replacement and upgrade of various assets as identified in the Council's Recreation & Open Space Infrastructure & Asset Management Plan (2020).	1,527,650	-	1,527,650	-	-
<b>Economic Development, Regulatory Services, Environment &amp; Planning</b>							
Capital	Smart Parking Project, Webbe Street Carpark	Implement action of smart parking technology to assist in the management of time control limits for car parking spaces in the ground floor of the Webbe Street carpark, Norwood	50,000	-	-	50,000	-
Operating	Eastside Business Awards	Recognition of the best small businesses – retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City.	40,000	-	40,000	-	-

## 2023-2024 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Review of the Dog & Cat Management Plan	<p>Pursuant to Section 26A of the Dog and Cat Management Act 1995, the Council must prepare a Plan relating to the management of dogs and cats within its area every 5 years. The Council's current Dog &amp; Cat Management Plan was endorsed by the Council on 12 September 2018.</p> <p>The preparation and adoption of a Dog &amp; Cat Management Plan ensures that the Council meets its legislative responsibilities and provides for the management of responsible dog and cat ownership within the City.</p>	30,000	-	30,000	-	-
Operating	Review of CityPlan 2030	<p>The Local Government Act, 1999 requires the Council to, "undertake a review of its strategic management plans within 2 years after each general election of the Council."</p> <p>The review will ensure that the Objectives, Strategies and Targets contained in CityPlan 2030, remain up-to-date and continue to reflect the community's priorities, in order to meet the Council's overall goal of achieving Community Wellbeing</p>	40,000	-	40,000	-	-
Operating	Representation Review	<p>The Local Government Act 1999 requires the Council to conduct a review of its area in respect to the composition of the Council, (i.e. Wards and Voter quotas), as least once in every eight (8) years. The last Representation Review conducted by the Council was in 2016.</p> <p>The Minister for Local Government has published a Schedule of Council Representation Reviews which sets out that this Council must conduct its next Review in April 2024–April 2025.</p>	25,000	-	25,000	-	-
Operating	Raising the Bar Adelaide	<p>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.</p>	38,000	-	38,000	-	-

## 2023-2024 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Food Secrets Ambassador & Associated Events	Appointment of a well-recognised celebrity to act as the City's Food Secrets Ambassador as well as run a series of small events (cooking demonstrations) as well as one major event focussing on the food secrets and the Council's Eastside Wine & Ale Trail businesses.	40,000	-	40,000	-	-
Operating	Urban Greening Program	Encouraging citizens to plant trees on private land that increases, enhances and adds value to the City's green cover including canopy and increases biodiversity and habitat. The project includes: - implement the Tree Incentive Scheme by giving vouchers towards purchase of a tree; - Native Plant Giveaway by offering a native plant pack (six seedlings/tube stock) to citizens.	14,500	-	14,500	-	-
<b>Community Events, Arts and Heritage</b>							
Capital	Quadrennial Art Project	Year one (1) allocation to the Council's fourth quadrennial public art project which will complete in July 2026.	148,488	-	-	148,488	-
Capital	Point-of-Sale (POS) System Norwood Concert Hall	Purchase of a Point-of-Sale (POS) system for the Norwood Concert Hall to provide the technology required to improve the experience of people attending the venue, increase efficiency of the bar service.	14,800	-	-	14,800	-
Operating	Community Event	To host a 2024 Community Event.	55,000	-	55,000	-	-
<b>Community, Health Aged &amp; Youth Services</b>							
Capital	Purchase of a Community Bus	Purchase of a twelve (12) seat community bus.	112,000	-	100,000	20000	-
Operating	Young People in NPSP Action Plan	Program of events and activities that will deliver the Council's Youth Development Strategy. Programs for 2023-2024 include Sports Vouchers, Sports Week, Wheel Park, Youth Art and Cooking	65,000	-	65,000	-	-

## 2023-2024 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	2023 Community Survey	Engagement of 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's Services and facilities. The data that is collected also measures the Council's progress on achieving a number of the CityPlan 2030 Targets.	30,000	-	30,000	-	-
<b>Libraries &amp; Community Facilities</b>							
Capital	Annual Acquisition of Library Books	The Annual acquisition of Library stock, in order to replenish Library Service collections across the three Library sites	203,700	110,000	86,700	7,000	
Capital	Building Works Program	Delivery of the 2023-2024 Buildings Works 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).	373,000	-	373,000	-	-
<b>Governance, Communication and Administration</b>							
Capital	Purchase of Optical Character Recognition Scanner	Purchase of an additional scanner for Corporate Records.	28,000	-	-	28,000	-
Capital	Website Development	Delivery of annual upgrades and improvements to the City of Norwood Payneham & St Peters website.	10,000	-	10,000	-	-
Capital	Purchase of Trailer Mounted Speed Radar and Data Collection Device	To purchase a Trailer Mounted Speed Radar and Data Collection Device.	17,450	-	-	17,450	-
Capital	LG Solutions – Long Term Financial Plan	Software to build long term financial plan.	16,250	-	-	16,250	-
Operating	Additional Resources for Regulatory Services Unit	Employment of an additional Compliance Officer, Parking, a General Compliance Officer and lease two additional vehicles to enable the Compliance Officers to effectively and efficiently carry out their duties	200,000	-	200,000	-	-



**2023-2024**  
**Draft Budget**  
**Operating and Capital Projects**

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Condition Assessment of Civil Infrastructure Assets	Undertaking a condition audit of the Council's civil infrastructure assets in accordance with the required financial and asset management principles. The Council is required from a financial perspective, to review its infrastructure assets every four (4) years and re-assess the valuation of these assets.	75,000		75,000	-	-
Capital	Human Resources Information Systems	To automate and streamline end-to-end Human Resource Management including functions such as recruitment, onboarding, training and development and performance management.	35,000		35,000		
Operating	Additional Staff Resources	Detail of staff roles required is noted in detail in the funding submission. The roles are Council wide.	363,682		363,682		

# Attachment B

## Draft 2023-2024 Budget

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**City of  
Norwood  
Payneham  
& St Peters**

## 2023-2024 Draft Budget

### Recurrent Budget by Function

	Income	Expenditure	Surplus /(Net Cost)
<b>Infrastructure Management</b>	<b>545,000</b>	<b>5,155,105</b>	<b>(4,610,105)</b>
Asset Maintenance (Admin)	-	869,820	(869,820)
Asset Management	-	419,879	(419,879)
Footpath, Kerb & Watertable	-	693,455	(693,455)
Plant & Equipment	-	365,396	(365,396)
Public Lighting	-	598,540	(598,540)
Road & Traffic Management	545,000	722,458	(177,458)
Stormwater Network	-	221,972	(221,972)
Streetscape Maintenance	-	1,263,585	(1,263,585)
<b>Waste Management</b>	<b>25,000</b>	<b>4,853,253</b>	<b>(4,828,253)</b>
Hard Waste, E Waste & Illegal Dumping	-	378,253	(378,253)
Public Litter Bin	-	159,650	(159,650)
Waste Collection	25,000	2,166,000	(2,141,000)
Waste Disposal	-	2,149,350	(2,149,350)
<b>Trees Parks Sport &amp; Recreation</b>	<b>345,088</b>	<b>4,314,623</b>	<b>(3,969,535)</b>
Parks & Gardens	-	760,417	(760,417)
Reserve Maintenance	-	1,494,705	(1,494,705)
Sporting & Recreational Facilities	83,450	665,087	(581,637)
Street Trees	-	759,407	(759,407)
Swimming Centres	261,638	635,007	(373,369)
<b>Economic Development, Regulatory Services, Environment &amp; Planning</b>	<b>2,261,500</b>	<b>3,925,464</b>	<b>(1,663,964)</b>
Animal Management	162,000	85,600	76,400
Building Inspections	80,000	166,022	(86,022)
City Planning	338,500	1,849,354	(1,510,854)
Creek Maintenance	56,000	82,500	(26,500)
Economic Development	110,000	161,279	(51,279)
Environmental Management		119,638	(119,638)
Parking Management	1,187,000	171,600	1,015,400
Pest Management		172,978	(172,978)
Precinct Management	215,000	560,644	(345,644)
Regulatory Services	113,000	555,849	(442,849)
<b>Community, Health Aged &amp; Youth Services</b>	<b>3,951,626</b>	<b>5,091,072</b>	<b>(1,139,446)</b>
Child Care Centre	2,670,600	2,771,552	(100,952)
Community Programs	78,500	105,032	(26,532)
Community Support & Development	-	178,957	(178,957)
Health Services	-	625,000	(625,000)
Home & Community Care	1,201,526	1,118,606	82,920
Volunteer Services	-	153,939	(153,939)
Youth Services	1,000	137,986	(136,986)

	Income	Expenditure	Surplus /(Net Cost)
<b>Libraries &amp; Community Facilities</b>	<b>868,010</b>	<b>3,191,621</b>	<b>(2,323,611)</b>
Community Facilities	-	404,455	(404,455)
Facilities for Hire	85,700	213,417	(127,717)
Facilities for Lease	239,610	77,928	161,682
Library Services	141,200	1,914,790	(1,773,590)
Norwood Concert Hall	401,500	384,741	16,759
Property Services	-	196,290	(196,290)
<b>Community Events, Arts and Heritage</b>	<b>26,400</b>	<b>866,961</b>	<b>(840,561)</b>
Community Arts	5,000	86,000	(81,000)
Cultural Heritage	-	182,997	(182,997)
Events	21,400	597,964	(576,564)
<b>Governance, Communication and Administration</b>	<b>1,132,500</b>	<b>7,722,790</b>	<b>(6,590,290)</b>
Administration	790,000	620,703	169,297
Communications	-	533,038	(533,038)
Corporate Governance	340,000	2,631,303	(2,291,303)
Customer Service	2,500	466,530	(464,030)
Financial Management & Services	-	919,147	(919,147)
HR & Employee Services	-	699,145	(699,145)
Information Management Services	-	1,733,542	(1,733,542)
Rates Management	-	119,382	(119,382)
<b>Ownership &amp; Financing</b>	<b>120,000</b>	<b>12,626,601</b>	<b>(12,506,601)</b>
Depreciation	-	12,461,601	(12,461,601)
Financing	120,000	165,000	(45,000)
<b>Rates</b>	<b>41,677,412</b>	<b>1,657,033</b>	<b>40,020,379</b>
General Rates	40,294,059	273,680	40,020,379
Regional Landscape Levy	1,383,353	1,383,353	-
<b>Total</b>	<b>50,952,536</b>	<b>49,404,523</b>	<b>1,548,013</b>

# Attachment C

## Draft 2023-2024 Budget

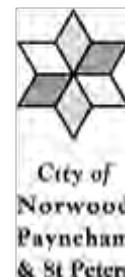
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**City of  
Norwood  
Payneham  
& St Peters**



# FUNDING SUBMISSION

BUDGET YEAR 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Civil Infrastructure Capital Works Program 2023-2024

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

Project Officer, 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 2023-2024 ("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.

### 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 (i.e., road resealing and kerbing)

## 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.**

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 four-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; and
- Civil 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 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.



## 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	2023-2024 \$				
<b>Income (estimate)</b>					
Road Seal					
• R2R (estimate)	42,446				
LRCIP Phase 4	444,393				
<b>TOTAL</b>	<b>486,839</b>				
<b>Capital Expenditure</b>					
Road Seal	4,734,143				
Footpath	1,181,033				
Kerbing	1,551,917				
Traffic Control Device Renewal	71,663				
Design	230,000				
<b>TOTAL</b>	<b>7,768,756</b>				
<b>Total Cost to Council</b>	<b>7,281,917</b>				
Ongoing Operational Savings					
Labour					
Contractors/materials					
To be included in Recurrent Operating Budget	No				

The Budget estimate for 2023-2024 Capital Works Program is **\$6,512,557** 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



February 2023

Paul Mercorella,  
Manager, City Assets  
Supported by



14 February 2023

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:

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)

CIVIL CAPITAL WORKS PROGRAM 2023-2024

ROAD AND KERB RENEWAL

Asset ID	Street	From	To	Suburb	Surface Area (m2)	Total Road Renewal Budget (\$)		Total Kerb Renewal Budget (\$)		Associated works / Notes
Reseal Program										
15904	Aberdare Avenue	Amherst Avenue	Aveland Avenue	Trinity Gardens	2,419.6	\$	96,784	\$	63,600	Crossing works at intersection of Amherst Avenue and Aberdare Avenue to be undertaken as part of reseal works.
13502	Adelaide Street	Dover Street	Clifton Street	Maylands	2,754.4	\$	110,176	\$	36,000	
15921	Albermarle Avenue	Ashbrook Avenue	Canterbury Avenue	Trinity Gardens	1,113.2	\$	44,528	\$	51,000	
15910	Ashbrook Avenue	John Street	Rosella Street	Payneham	1,463.7	\$	58,548	\$	24,480	
13934	Ashbrook Avenue	Rosella Street	Bridge Street	Payneham	700.0	\$	28,000	\$	11,520	
15937	Ashbrook Avenue	Aberdare Avenue	Devitt Avenue	Payneham South	1,319.8	\$	52,792	\$	31,500	
13933	Ashbrook Avenue	Devitt Avenue	Coorara Avenue	Payneham South	958.0	\$	38,320	\$	60,000	
1613	Bowen Street	High Street	The Parade	Kensington	836.2	\$	33,448	\$	36,000	
1611	Clarke Street	Kensington Road	William Street	Norwood	2,164.8	\$	86,592	\$	114,000	Bluestone kerb
1564	George Street	William Street	The Parade	Norwood	3,649.0	\$	145,960.00	\$	90,000.00	
14211	Henry Street	Roundabout	Ashbrook Avenue	Payneham	222.4	\$	8,896	\$	27,900	This line item is for the reseal around the roundabout. Associated roundabout works to be undertaken as part of reseal works.
14279	Loader Street	Scott Street	Glynburn Road	Glynde	1,526.1	\$	61,044	\$	15,000	
13953	Morris Street	Marian Road	Arnold Avenue	Firle	595.0	\$	23,800	\$	15,600	
2012	Ninth Avenue	River Street	Stephen Terrace	St Peters	2,714.2	\$	108,568	\$	126,900	
2008	Nuffield Lane	North Terrace	Westbury Street	Hackney	562.1	\$	22,484	\$	90,000	
2009	Nuffield Lane	Nuffield Lane	Osborne Street	Hackney	789.1	\$	31,564	\$	-	
1811	Parsons Street	Phillis Street	Adelaide Street	Maylands	621.6	\$	24,864	\$	-	
1793	Second Lane	St Peters Street	Stephen Terrace	St Peters	946.9	\$	37,876	\$	64,500	
1981	Sixth Lane	St Peters Street	Stephen Terrace	St Peters	1,501.4	\$	60,056	\$	108,000	
1988	Sixth Lane	Harrow Road	St Peters Street	St Peters	931.6	\$	37,264	\$	66,000	

# CIVIL CAPITAL WORKS PROGRAM 2023-2024

## ROAD AND KERB RENEWAL

Asset ID	Street	From	To	Suburb	Surface Area (m2)	Total Road Renewal Budget (\$)		Total Kerb Renewal Budget (\$)		Associated works / Notes
1699	William Street	Osmond Terrace	Edward Street	Norwood	2,234.4	\$	89,376	\$	37,500	This line item is for the reseal around the roundabout. Works to actual roundabout undertaken in 2022-2023. This line item is for the reseal around the roundabout. Works to actual roundabout undertaken in 2022-2023.
1665	William Street	Edward Street	George Street	Norwood	2,191.9	\$	87,676	\$	22,500	
1728	William Street	George Street	Queen Street	Norwood	2,144.4	\$	85,776	\$	31,500	
17208	William Street	Roundabout	George Street	Norwood	254.3	\$	10,172	\$	-	
17073	William Street	Roundabout	Queen Street	Norwood	222.5	\$	8,900	\$	-	
Total					34,837	\$	1,393,464	\$	1,123,500	
Reconstruction Program										
13524	Arnold Avenue	Gage Street	Hampden Street	Firle	2,845.6	\$	313,016.00	\$	39,300.00	
14650	Briar Road	Langman Grove	Thrower Avenue	Felixstow	2,061.5	\$	226,765.00	\$	13,764.27	
13879	Briar Road	Thrower Avenue	Turner Street	Felixstow	915.1	\$	100,661.00	\$	6,035.73	
13491	Elizabeth Street	Janet Street	Bakewell Road	Evandale	2,260.4	\$	248,644.00	\$	-	
13496	Elizabeth Street	Bakewell Road	Llandower Avenue	Evandale	1,601.8	\$	176,198.00	\$	-	
2336	Gage Street	Gwynne Street	Shelley Street	Firle	1,637.9	\$	180,169.00	\$	21,000.00	
2310	Gage Street	Shelley Street	Ryan Avenue	Firle	1,209.6	\$	133,056.00	\$	22,500.00	
2330	Gage Street	Ryan Avenue	Luhrs Road	Firle	1,027.4	\$	113,016.87	\$	12,000.00	
1562	George Street	The Parade	Webbe Street	Norwood	540.0	\$	279,030.60	\$	53,917.20	
2142	Hereford Avenue	Seventh Avenue	Devitt Avenue	Payneham South	1,512.3	\$	166,353.00	\$	17,700.00	
13881	Marden Road	Kent Street	Payneham Road	Marden	1,398.3	\$	153,813.00	\$	31,500.00	
2319	May Street	Arnold Avenue	End	Firle	969.8	\$	106,678.00	\$	14,100.00	
13937	Redden Court	Redden Avenue	End	Felixstow	464.6	\$	51,106.00	\$	23,100.00	
1765	Stacey Street	Sheppards Lane	Sydenham Road	Norwood	1,016.7	\$	111,837.00	\$	106,000.00	Bluestone kerb

# CIVIL CAPITAL WORKS PROGRAM 2023-2024

## ROAD AND KERB RENEWAL

Asset ID	Street	From	To	Suburb	Surface Area (m2)	Total Road Renewal Budget (\$)	Total Kerb Renewal Budget (\$)	Associated works / Notes
13929	Turner Street	Briar Road	OG Road	Felixstow	2,597.3	\$ 285,703.00	\$ 45,000.00	
14293	William Street	Queen Street	Portrush Road	Norwood	2,146.8	\$ 236,148.00	\$ 22,500.00	
2198	William Street	Roundabout	Edward Street	Norwood	234.5	\$ 25,795.00	\$ -	This line item is for the reseal around the roundabout. Works to actual roundabout undertaken in 2022-2023.
Total					24,440	\$ 2,907,989	\$ 428,417	
Design works								
			Road Reconstruction Design Allowance			\$ 65,000		
			Battams Road Civil and Traffic Design			\$ 50,000		Includes road reconstruction, traffic control devices, drainage improvements, street lighting. Construction in 2024-2025.
			Winchester Street Civil and Traffic Design			\$ 50,000		Includes road reconstruction, traffic control devices, street lighting. Construction in 2024-2025.
			Design of Seventh Avenue St Peters Civil Asset Improvements			\$ 25,000		Stephen Terrace to St Peters Street: Adjust kerbs and pit levels to suit tie-in with St Peters Street, adjust road levels as required Harrow Road to St Peters Street: Footpath and drainage issues on southern side Construction in 2024-2025.
			Design of Upgrade of Intersection of Marian Road and Glynburn Road			\$ 40,000		To enable the completion of the footpath upgrade of Marian Road and Glynburn Road, the intersection of these two roads must be upgraded. Construction in 2024-2025.
Total						\$ 230,000	\$ -	
Other works								
			Reseal works on Council roads by DIT			\$ 82,690		Adelaide Street from Magill Road to Dover Street (reseal was undertaken by DIT in 22/23 but Council will reimburse DIT in 23/24)
			Pavement Patching			\$ 150,000		Includes: roundabout at Dover Street and Frederick Street, Dover Street from Morecomb Street to Frederick Street Roundabout, roundabout at Dover Street and Phillis Street, roundabout at High Street and Thornton Street (undertake after consrtuction by School is finished)
			Rejuvenation Program Allowance			\$ 200,000		
Total Other works						\$ 432,690	\$ -	
External Funding Grants								
			Roads to Recovery			\$ 42,446		
			LRCIP Phase 4 (Briar & Turner Rd Recon)			\$ 444,393		
Total External Funding Grants						\$ 486,839	\$ -	
Total Program (Council Funding Requirement)						\$ 4,477,304	\$ 1,551,917	

CIVIL CAPITAL WORKS PROGRAM 2023-2024								
FOOTPATH RENEWAL								
Asset ID	Street	From	To	Suburb	Side	Area (m2)	Cost	Associated works / Notes
Footpath Renewal Program								
6283	Aberdare Avenue	Amherst Avenue	Aveland Avenue	Trinity Gardens	LHS	300.0	\$ 109,500	New footpath
6290	Arthur Street	Luhrs Road	Second Avenue	Payneham South	LHS	287.8	\$ 33,097	
6291	Arthur Street	Second Avenue	Marian Road	Payneham South	LHS	186.1	\$ 21,402	
5675	Augusta Street	Dover Street	Clifton Road	Maylands	LHS	391.2	\$ 44,994	
6987	Bowen Street	High Street	The Parade	Kensington	RHS	145.7	\$ 16,756	Aligns with road renewal program
7351	Briar Road	Langman Grove	Thrower Avenue	Felixstow	RHS	314.3	\$ 36,141	Aligns with road renewal program
7352	Briar Road	Thrower Avenue	Turner Street	Felixstow	RHS	131.4	\$ 15,111	Aligns with road renewal program
6445	Fourth Avenue	Suburb Boundary	Lambert Road	Joslin	LHS	444.5	\$ 51,114	
6355	Gage Street	Gwynne Street	Shelley Street	Firle	LHS	213.8	\$ 24,582	Aligns with road renewal program
7391	Gage Street	Gwynne Street	Shelley Street	Firle	RHS	176.3	\$ 20,269	Aligns with road renewal program
6356	Gage Street	Shelley Street	Ryan Avenue	Firle	LHS	152.6	\$ 17,545	Aligns with road renewal program
7476	Gage Street	Shelley Street	Ryan Avenue	Firle	RHS	128.7	\$ 14,796	Aligns with road renewal program
6357	Gage Street	Ryan Avenue	Luhrs Road	Firle	LHS	110.7	\$ 12,735	Aligns with road renewal program
7477	Gage Street	Ryan Avenue	Luhrs Road	Firle	RHS	111.5	\$ 12,826	Aligns with road renewal program
6080	George Street	The Parade	Webbe Street	Norwood	LHS	400.0	\$ 153,481	
7115	George Street	The Parade	Webbe Street	Norwood	RHS	400.0	\$ 153,481	
5858	Janet Street	Elizabeth Street	Portrush Road	Evandale	LHS	404.0	\$ 46,465	
6903	Magdalen Street	Torrens Street	Harrow Road	College Park	RHS	255.0	\$ 29,325	
14559	Marden Road	Kent Street	Payneham Road	Marden	LHS	222.1	\$ 25,539	Aligns with road renewal program
14560	Marden Road	Kent Street	Payneham Road	Marden	RHS	197.4	\$ 22,701	Aligns with road renewal program
6576	Payneham Road	Briar Road	Martin Street	Felixstow	LHS	517.5	\$ 59,513	
6577	Payneham Road	Martin Street	Ashleigh Avenue	Felixstow	LHS	255.0	\$ 29,325	
22971	Shelley Street	Gage Street	John Street	Firle	RHS	150.7	\$ 17,326	
23324	Shelley Street	John Street	Hampden Street	Firle	RHS	323.5	\$ 37,201	
23323	Shelley Street	Hampden Street	Glynburn Road	Firle	RHS	485.3	\$ 55,810	
							\$ 1,061,033	
						Redundant Crossovers	\$ 100,000	
						Developer Subsidies 50/50	\$ 20,000	
							\$ 120,000	
					Total Area (sqm)	6,705.0		
					Total Footpath Allocated	\$ 1,181,033		

CIVIL CAPITAL WORKS PROGRAM 2023-2024

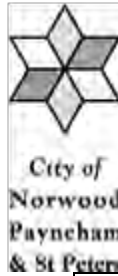
TRAFFIC CONTROL DEVICE RECONSTRUCTION

Asset ID	Devcie Type	Street	Intersection	Suburb	Description	Cost	Associated works / Notes
Traffic Control Device Renewal Program							
16638	Crossing	Aberdare Avenue	Amherst Avenue	Trinity Gardens	Crossing near school	\$ 50,000	Renewal with road reseal
16628	Roundabout	Henry Street	Ashbrook Avenue	Payneham		\$ 21,663	Renewal with road reseal
Total						\$71,663	

Traffic Control Allocated	\$71,663
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# FUNDING SUBMISSION

BUDGET YEAR 2023-2024



TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Drainage Program 2023-2024

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

Acting 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 2023-2024 (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).

In 2021-2022, the City of Norwood Payneham & St Peters was successful in receiving \$9.9 million from the Federal Government's *Preparing Australian Communities - Local Stream* program (the "Grant") for 50% of the construction and project management cost estimated to be incurred in the delivery of all four (4) stages of the Trinity Valley Drainage Upgrade (the "Project").

The *Preparing Australian Communities - Local Stream* program is one component of the Preparing Australia Program targeting support to locally identified and locally led projects that will improve the resilience of communities against natural hazards. Round 1 will focus on projects that will improve the resilience of communities against bushfires, flood and tropical cyclones. While projects are eligible across Australia, the program will prioritise selected Local Government Areas (LGAs) based on impact risk level informed by the Australian Climate Service and state and territory governments, of which the City has been identified for flood risk.

The intended outcome of the grant opportunity is to support communities to undertake disaster risk reduction initiatives that provide public benefit through reducing the impact of future natural hazards on Australian communities and the burden (cost and time) of recovery in communities following future disasters. In order to be eligible to receive the grant funding, the Council was required to match the grant funding, resulting in a total of \$20 million allocated to delivering the Trinity Valley Stormwater Upgrade Project.

A copy of the Program is attached.



## 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.*

#### Culture & change

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

Departments work collectively and collaboratively to shared outcome.

#### 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.

#### Continuous Improvement

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

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

#### 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?**

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.

## 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	2,239,081					
• User Charges						
• Other						
<b>Total External Funding (a)</b>	<b>2,239,081</b>					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs	137,500					
• Construction Costs	6,942,544					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>7,080,044</b>					
<b>Net Funds Requested (a-b)</b>	<b>4,840,963</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



February 2023

Paul Mercorella  
Manager, City Assets

Supported by



14 February 2023

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

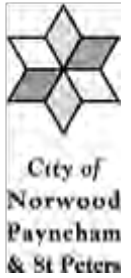
☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

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

DRAINAGE PROGRAM 2023-2024

PROJECTS

Location	Description	Cost	Associated works / Notes
Design			
Joslin Valley	Lambert Road Drainage Upgrade	\$ 100,000	
CCTV Inspections	Inspection of existing infrastructure	\$ 37,500	
Total Design		\$ 137,500	
Construction			
Joslin Valley - Outlet Upgrade	Upgrade of outlet at the north-western end of Lambert Road. High priority and urgent due to the impaired condition of the outlet.	\$ 1,100,000	
Trinity Valley Stage 4	Contruction of a new detention basin within St Morris Reserve and the implementation of associated drainage diversion works	\$ 5,152,544	
Trinity Valley Stage 2	At its meeting held on 5 September 2022, the Council resolved to re-direct \$600,000 from the Trinity Valley Stormwater Upgrade Project to the delivery of the George Street and Harris Street Stormwater Improvement Project. This line item ensures that the delivery of the Trinity Valley Stormwater Upgrade Project is suitably funded.	\$ 600,000	
First Creek between Brown Street and Osmond Terrace, Norwood	Remediation of defects of the bridge structure at Brown Street, Norwood within First Creek.	\$ 90,000	
Total Construction		\$ 6,942,544	
Total Design and Construction		\$ 7,080,044	
Grant Funding			
Trinity Valley Stage 4	Federal Government's Preparing Australian Communities Program - Local	\$2,239,081	
Total Grant Funding		\$ 2,239,081	
Total Program (Council Funding Requirement)		\$ 4,840,963	



# FUNDING SUBMISSION

BUDGET YEAR 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Recreation & Open Space Capital Works Program 2023-2024

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

Acting 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 2023-2024 ("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 ORGAINSAIONALSTRATEGY

**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.*

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### **Culture & change**

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

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The Program is often developed through collaboration with various Units / Departments including City Assets, City Services and City 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.

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### **Capability**

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

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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.**

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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.

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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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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”.**

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## **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 outdated 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 components of the Program:

- Irrigation Systems, and Reserve Furniture and Infrastructure – Medium Risk 19 due to aged condition of the assets to be replaced.
- Playgrounds and Tennis Courts – High Risk 7 due to their aged condition and the age of the users of the 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 Acting 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						
• Construction Costs	\$1,527,650					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$1,527,650</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$1,527,650</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



February 2023

Paul Mercorella  
Manager, City Assets

Supported by



14 February 2023

Carlos Buzzetti  
General Manager, Urban Planning & Environment

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**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:**

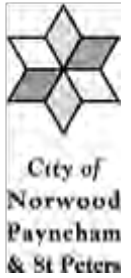
☐ APPROVED FOR CONSIDERATION BY THE COUNCIL

☐ NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

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

Recreation & Open Space Works Program 2023-2024

Location	New / Renewal	Deficiency	Work Description	Comments	Proposed Budget (exc GST)
PLAYGROUNDS					
St Morris Reserve Playground Upgrade	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Undertake asset renewal as part of Stage 4 of Trinity Valley Drainage Upgrade.	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 assets and the need for the replacement. These renewal works are in conjunction with the drainage and open space upgrade of the reserve.	\$330,000
Manning Reserve Playground Upgrade	New / Upgrade	Assets have been requested to be upgraded by the public.	Undertake asset replacement as a result of a petition and public consultation.	In late 2021, a petition with more than 100 signatures was presented to the Council, requesting the installation of a swing set at Manning Reserve. Following public consultation, at its meeting held on 22 August 2022, the Council endorsed the installation of a new swing set and upgrade of existing slide and removal of the spring rocker and spinning pole at Manning Reserve.	\$63,000
Koster Reserve Playground Upgrade	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Undertake asset renewal.	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 assets and the need for the replacement. This project was originally in the draft 2022-2023 Recreation and Open Space Capital Works Program. At its meeting held on 9 May 2022, the project was deferred due as part of potential budget savings.	\$245,000
Scott Street Reserve Playground Upgrade	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Undertake asset renewal.	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. This project was originally in the draft 2022-2023 Recreation and Open Space Capital Works Program. At its meeting held on 9 May 2022, the project was deferred due as part of potential budget savings.	\$150,000
Cliff Goodwin Reserve Upgrade	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Design of asset renewal and upgrade	Upgrade of Cliff Goodwin Reserve including bank stabilisation works.	\$50,000
TOTAL					\$838,000
TENNIS COURTS					
Renewal of Cruickshank Reserve tennis courts	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Undertake asset renewal.	Tennis Court Whole-of-Life Implementation Plan states that the tennis court assets are due for renewal. A site inspection confirmed the aged condition of the assets and the need for the replacement.	\$550,000
Renewal of Joslin Reserve tennis courts and basketball court (Design)	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Undertake asset renewal.	Tennis Court Whole-of-Life Implementation Plan states that the tennis court assets are due for renewal. Additionally, residents and staff have raised concerns regarding the condition of the basketball court. A site inspection confirmed the aged condition of the assets and the need for the replacement. Construction is to be undertaken in 2024-2025.	\$20,000
TOTAL					\$570,000
RESERVE FURNITURE AND INFRASTRUCTURE					
Payneham Oval Playground Fencing on John Street	New / Upgrade	Assets within the reserve are deteriorating and are in need of renewal.	Replace existing wire fencing with Replas fencing. Extend fencing to southern side of playground. Retain existing three path exit/entrances	Concerns have been raised by residents and Council staff regarding the conditon of the existing Payneham Oval Playground fence on the Arthur Street side. A site inspection confirmed the aged condition of the asset and the need for the replacement. Residents have also requested that this new fence be extended to the John Street side of the playground.	\$33,000
Otto Park Reserve Lighting	New	Assets have been requested to be installed by the public.	Undertake asset installation as a result of a petition and public consultation.	Following public consultation, at its meeting held on 5 September 2022, the Council endorsed the installation of timed lighting at Otto Park to increase usage of the reserve during the evening. This project also includes the installation of up-lighting for the existing flag poles within the reserve. Design works has been undertaken for the main component of the project but design works will need to be undertaken for the up-lighting.	\$46,650
Payneham Oval Re-shaping and adjacent carpark (Design)	Renewal	Assets within the reserve are deteriorating and are in need of renewal.	Design of asset renewal and upgrade	Re-shaping of the area adjacent to the Paynehal Oval facilities to ensure sufficient drainage of surface runoff. Formalisation of carparking just inside of the facilities off Rosella Street. Upgrade of adjacent Rosella Street fencing.	\$10,000
TOTAL					\$89,650
IRRIGATION SYSTEMS					
Upgrade of irrigation system controllers to smart controllers	Renewal	An opportunity is available to increase the efficiency of Council's reserve irrigation systems	Replace all of the existing controllers of Council's reserve irrigation systems with smart irrigation system controllers. To be undertaken over two (2) years to allow an effective and efficient roll-out.	In line with Council's Smart City objectives, the installation of smart irrigation controllers will result in improved water efficieny (use of local weather stations and rain sensing to adjust watering as required), improved work resource efficiency (controlled remotely, quick and easy usage reporting, expandable system) and improved turf quality (improved watering practices, fault or error alarms and reports via SMS or email enables faster reaction time). The proposed product (Hydrawise Pro-HC) is currently being trailed at two (2) Council's reserves, Scott Street Reserve and Syd Jones Reserve, and it has been successful thus far. The plan is to undertake the upgrade works over two (2) financial years, with 2022-2023 being the first year and 2023-2024 being the second year. The supply of the product is estimated to be \$30,000 (exc GST) per year. The Depot staff will undertake the installation, and Hunter will provide training and technical support as required. There will be an ongoing cost of \$10 per month per site to enable internet connectivity and an annual subscription fee of \$160 per year total for the system software.	\$30,000
TOTAL					\$30,000
TOTAL					\$1,527,650



# FUNDING SUBMISSION

BUDGET YEAR 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Buildings Capital Works Program 2023-2024

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

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 2023-2024 (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.

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.*

#### 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.

#### 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.

#### 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.



## 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 Manager, City Assets.

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

***Who are the Project team members?***

The Manager, City Assets will coordinate the delivery of the Program with assistance from external consultants and the Facility & Building Maintenance Officer. Some of the works may require input from other staff (e.g., planning staff with respect to statutory approvals, etc).

## 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 (Contributions)						
<b>Total External Funding (a)</b>						
<b>Capital Expenditure</b>						
<b>Construction Costs</b>						
• Payneham Youth Centre	\$10,000					
• Council Depot	\$15,000					
• St Peters Town Hall Complex	\$23,000					
• Norwood Institute Building	\$5,000					
• Norwood Oval	\$250,000					
• Webbe Street Carpark	\$40,000					
• Payneham Oval	\$10,000					
• Norwood Swimming Centre	\$20,000					
<b>Sub Total</b>	<b>\$373,000</b>					
<b>Total Funds Requested (b)</b>	<b>\$373,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$373,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



February 2023

Paul Mercorella,  
Manager, City Assets

Supported by



February 2023

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

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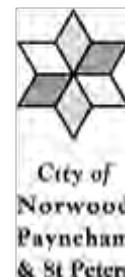
(If not approved, provide a brief summary of the reasons)

# Building Works Program 2023-2024 (Capital)

C31

Building (Specific Location)	Internal / External	Component / Element	Identified / Raised	Deficiency	Work Description	Budget Estimate
<b>PAYNEHAM YOUTH CENTRE</b>						
Payneham Youth Centre Veranda	External	Veranda	Scheduled Building Inspection / Payneham Youth Centre Tenant	The double exit door to the rear of the centre is exposed to the elements due to limited protection resulting in continual repair / maintenance of the door and internal floor coverings. In addition the users if the Centre have limited protection from the elements when exiting and entering the centre.	Installation of small veranda above rear exit to provide weather protection to the door and users of the centre.	\$10,000
<b>TOTAL</b>						<b>\$10,000</b>
<b>COUNCIL DEPOT</b>						
Rubbish Bay Walls	External	Rubbish Bay	Manager City Services	Waste bays used to store materials and rubbish are constructed from besa block walls, which overtime due to general wear and tear have deteriorated and have isolated areas of damage, resulting in missing besa blocks and exposed reinforcement.	Repair / replace damaged segments of besa blocks, install steel caps at end of walls to prevent further damage	\$15,000
<b>TOTAL</b>						<b>\$15,000</b>
<b>ST PETERS TOWN HALL COMPLEX</b>						
St Peters Library Workstations	Internal	Library	Manager Libraries & Lifelong Learning	Due to the layout and positioning of the existing public workstations social distancing is not possible resulting some PCs are not able to be used	Replace existing middle pod of workstations with perimeter workstations (see Paul's original quotes). Requires carpet work, workstations, revised lighting and electrical.	\$20,000
Banquet Hall Change table	Internal	Public Toilets	Manager Libraries & Lifelong Learning	No baby change facilities available within the public toilets located adjacent the Banquet Hall where frequent infant based programs are run out of.	Install a wall mounted baby change station in the banquet hall accessible toilet	\$3,000
<b>TOTAL</b>						<b>\$23,000</b>
<b>NORWOOD INSTITUTE BUILDING</b>						
Norwood Library	Internal	Book returns chute	Manager Libraries & Lifelong Learning	A 24/7 returns chute is not available presently at the Norwood Library, requiring patrons to return books to ether Payneham or St Peters Library after hours	Design and install Custom built returns chute joinery for the internal aspect of the foyer, which interfaces with the door. This will then need to include amending the existing joinery on the right had side of the foyer to allow the unit to roll away and sit along the wall when the door is open to the foyer.	\$5,000
<b>TOTAL</b>						<b>\$5,000</b>
<b>NORWOOD OVAL</b>						
Western Grand Stand	Internal	Electrical Transformer		Following the completion of the redevelopment of the Norwood Oval clubrooms, the upgrade of the oval light towers and the installation of ribbon lighting around the perimeter of the ground an assessment on the existing electrical demand of the facility was undertaken. The assessment identified the existing electrical supply to the facility is under capacity to operate the oval at full capacity. The existing transformer is limited to 667A and the metering results indicates a site peak demand around 730A-800A.	Upgrade the existing transformer to align with the facilities current demands at full capacity plus contingency. The works include the design and installation of new transformer, including the upgrade of the main switchboard and cabling.	\$250,000
<b>TOTAL</b>						<b>\$250,000</b>
<b>WEBBE STREET CARPARK</b>						
Upper Level	External	Concrete deck Repair	Scheduled Building Inspection	Engineering inspection of cracking to the Webbe Street carpark in mid 2022 identified a number of issues including corrosion and effloresce on the underside of the slab, which if not attended too will likely create further issues	Concrete deck and expansion joint repairs	\$40,000
<b>TOTAL</b>						<b>\$40,000</b>

Building (Specific Location)	Internal / External	Component / Element	Identified / Raised	Deficiency	Work Description	Budget Estimate
PAYNEHAM OVAL						
Floor & Bench Replacement to Canteen Facilities	Internal	Canteen	EHA	Eastern Health Authority completed food safety inspection of the main canteen within the Payneham Oval facility earlier this year. On inspection the existing concrete floor and bench top were identified as requiring attention in accordance with the requirements of the Australian Food Safety Standards, considering the concrete floor is untreated as a result is unable to be effectively cleaned and the bench is significantly worn also resulting in it from being able to be effectively cleaned.	Supply and install commercial vinyl to concrete floor and replacement of existing laminate bench top with new laminate bench.	\$10,000
TOTAL						\$10,000
NORWOOD SWIMMING CENTRE						
Small Pool Filter replacement	Internal	Toddlers Pool	Manager, Swimming Centre	The filter was installed approximately 15 years ago and is considered beyond its useful life. Water quality is considered poor during heavy bather loads due to the inefficiency of the filtration system. The filters multiport valve continually leaks water due to perished seals. Due to the age of the filter, parts cannot be replaced.	Replacement of Multiport valve, filter and glass filter media.	\$10,000
Main Pool Expansion Joint Chalking	External	Main Pool	Manager, Swimming Centre	Expansion joints are beginning to fall out of the pool structure. Crackerjack Engineering has recommended replacement of the expansion joints every 5 years. Replacement of the joints previously undertaken approximately 7 years ago.	Removal of existing joints from the floor of the main pool. Prepare, prime and replace the silicone with appropriate silicone product.	\$10,000
TOTAL						\$20,000
						\$373,000



# FUNDING SUBMISSION

BUDGET YEAR: 2023 - 2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

City Services, Annual Plant Replacement Program, 2023 - 2024

RESPONSIBLE GENERAL MANAGER:

PROJECT OWNER:

Manager, City Services Chris McDermott

PROJECT MANAGER:

Works Coordinator, Civil Maintenance Adrian Ivanovic

## 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.*

Replacement of Plant utilised by the City Services Unit 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, and current Australian standards where relevant. It ensures Council funds are spent effectively and efficiently and assists in projecting a professional image.

### 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 2023 - 2024 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.

#### **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 reducing petrol-based emissions and in some cases reduced noise for the community and the operators. The majority of this is well under \$2,000 with no individual item greater than \$5,000.

#### **One (1) Civil Maintenance Truck (Expense \$120,000 – Trade In \$20,000)**

The Civil Maintenance Truck 173 has reached the end of the productive life of thirteen (13) years of service. We now have seen an increase in maintenance requirements, and failure of parts resulting in increased down time. Recent advancement in technology will see improved carbon emissions and driver safety systems evident in the replacement

vehicles providing improved driver safety and environmental impacts. It is essential the vehicle is operational as is used daily by the Civil Team Members to deliver their services to the community.

**One (1) Ride on Front Deck Mower (Expense \$50,000.00 – Trade in in \$10,000)**

The Kubota F3680 Front Deck Mower Fleet No 170, has reached the end of its productive life of thirteen (13) years of service or approx. 2000 hours, 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. There is new technology available to reduce or eliminate Council's carbon footprint while undertaking the grass cutting of our Parks & Gardens, although new this would be a good opportunity to explore this technology as it aligns with Councils Environmental policy and objectives.

**One (1) Tilt Deck Trailer (Expense \$20,000.00 – Trade In \$5,000)**

The Parks & Gardens Tilt Deck Trailer has reached the end of its productive life of nineteen (19) years of service, where we now have seen an increase in maintenance requirements, and failure of parts, including a sight bend in the draw bar requiring significant engineering to rectify. The replacement Trailer will be a custom-built trailer suitable to transport a wide variety of Ride on Mowers, and other plant and equipment. It will be fitted with LED lighting, weight rated tie down points and a winch to recover equipment if required.

## 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.

Maintaining an up-to-date fleet of vehicles ensures that the City Services Team Members carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with plant or equipment being out of service or increased maintenance costs. 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.

N/A

#### Environmental Sustainability:

A leader in environmental sustainability.

## RELATIONSHIP TO ORGAINSATIONALSTRATEGY

### 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

Updated plant provides staff with a greater sense of ownership and pride in the work they undertake which typically materialises in a more 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. Using effective modern equipment reduced manual handling and WHS risk to the operators.

#### 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 the time that some of the Council's 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. While the risk is Minor being Limited disruption to service provision capability requiring altered operational arrangements for a short period (between 4 – 8 hours) it could elevate to Significant leading to impairment of service provision (up to 24 hours) if the ongoing annual program is not monitored and supported.

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

As 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?***

Ensuring training is delivered to key operators of the new plant and equipment to ensure its safe and effective introduction into the workplace.

### 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 Council's 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.

## 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 (Trade In)	38,000					
<b>Total External Funding (a)</b>	38,000					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases	210,000					
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	210,000					
<b>Net Funds Requested (a-b)</b>	172,000					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
*Chris McDermott, Manager, City Services*

\_\_\_\_\_  
*7 February 2023*

Supported by



\_\_\_\_\_  
*7 February 2023*

\_\_\_\_\_  
*Carlos Buzzetti, General Manager, Urban Planning & Environment*

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

N/A

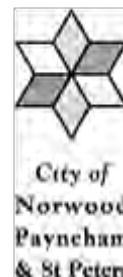
**3. EXECUTIVE MANAGEMENT GROUP REVIEW****APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**☐

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: 2023-24

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Annual Acquisition of Library Stock

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Civic Affairs

PROJECT OWNER:

Manager, Library Services & Lifelong Learning

PROJECT MANAGER:

Team Leader, Collections and Digital Services

## 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 \$110,000**, income from the sale of debited books **of \$7,000** and from Council funding of **\$86,700** 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?*

*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;*

## 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 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.

---

#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

---

#### **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.

---

#### **Environmental Sustainability:**

A leader in environmental sustainability.

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Nil.

## 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?**

The current annual replacement program is considered to be low risk, as existing expenditure allows for the annual refresh and development of Library collections. One risk, is that the anticipated State Government Materials Grant which has been factored into expenditure, is not realised to the same funding level due to funding changes across the State.

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

If the Council does not receive State Government Materials Grant funding to the anticipated level, then this would be considered to be a low risk for the Council overall, although it would have an impact on Library collection expenditure levels. In order to meet community need, provide contemporary collections, and ensure standards around collection age are adhered to, the Council may be requested to fund any shortfall in Grant funding identified.

- **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 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	110,000	110,000	110,000	110,000	110,000	110,000
• User Charges	7,000	7,000	7,000	7,000	7,000	7,000
• Other						
<b>Total External Funding (a)</b>	<b>117,000</b>	<b>117,000</b>	<b>117,000</b>	<b>117,000</b>	<b>117,000</b>	<b>117,000</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
• <b>Materials Costs</b>	<b>203,700</b>	<b>205,434</b>	<b>207,202</b>	<b>209,006</b>	<b>210,846</b>	<b>212,722</b>
<b>Total Funds Requested (b)</b>	<b>203,700</b>	<b>205,434</b>	<b>207,202</b>	<b>209,006</b>	<b>210,846</b>	<b>212,722</b>
<b>Net Funds Requested (a-b)</b>	<b>86,700</b>	<b>88,434</b>	<b>90,202</b>	<b>92,006</b>	<b>93,846</b>	<b>95,722</b>
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

Net funds requested includes 2% growth.

Library Materials Grant funding from State Government no longer has CPI or growth factored into it. Unlikely to increase in 2023-2024

**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

Wendy Steele  
Acting Manager, Library Services & Lifelong Learning 27 January 2023

Supported by



General Manager, Governance and Civic Affairs 10 February 2023

**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:

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Purchase of 12 Seat Commuter Bus

RESPONSIBLE GENERAL  
MANAGER:

Lisa Mara

PROJECT OWNER:

Rosanna Busolin

PROJECT MANAGER:

Rosanna Busolin

## PROJECT OUTLINE

### PURPOSE AND OBJECTIVES

The Council's Community Bus services includes two (2) Community Buses a Fuso Rosa and a Ford Transit bus.

The Council's Ford Transit bus is a twelve (12) seater vehicle that provides transport for older citizens primarily for shopping and social outings. The Ford Transit Bus was purchased in 2011 and is an ageing asset which is starting to have issues with passenger comfort, rust and engine efficiency. These issues contribute to the passenger comfort and reliability of the vehicle. In order to improve the passenger, experience the bus needs to be replaced. The Ford Transit Bus will be sold.

The new bus will include modifications such as hand rails and cargo barrier to improve safety for older people.

The requested funding for this vehicle does not include the cost of a wheel chair lifter. During the life of the Ford Transit (as was the case with the other buses) the wheel chair lifter has never been used. Furthermore, the space is required for storage of passenger's shopping. The Council's other Community Bus Fuso Rosa is fitted with a Wheel Chair Lifter. To date this wheelchair lifter has not been used either however to ensure there is at least one vehicle suited to transporting citizens with a disability it is important that the wheelchair lifter on the Fuso Rosa Bus is maintained.

The Objective of this funding submission is to purchase a new twelve (12) seater commuter van to provide safe transport for older citizens and the community.

### PROJECT DELIVERABLES

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

The purchase of one (1) twelve-seater Commuter bus with modifications

The Commuter Van will be branded with Council images to promote work Council undertakes.

## 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 Community Bus service plays an important role in connecting people to services (shopping centres). The service provides a door-to-door transport services to older citizens who are no longer able to drive. The service provides an accessible means of transport for older citizens.

### 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?*

There is currently an estimated 6-12 month wait for the vehicle to arrive once it is ordered and therefore the bus may not be available for some time.



Due to the potential delay in the delivery of the vehicle, the price quoted for the vehicle may change depending on circumstances.

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

These risks are likely. The impact of the delay in the delivery of the vehicle on the community bus service is likely to be medium as the current vehicle will still be able to continue to deliver the service.

- ***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.*

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?***

The purchase of the bus will be managed by the Manager Community Services with input from various staff members including the Community Services Coordinator.

## 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 (Sale of Ford Transit)	-20,000					
<b>Total External Funding (a)</b>	<b>-20,000</b>					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services (branding)	12,000					
• Legal Expenses						
• Equipment Purchases	100,000					
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>112,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>92,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



6/2/2023

(Date)

(Insert name &amp; title of Project Owner)

Supported by



(Insert name &amp; 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 &amp; 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

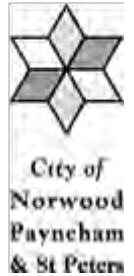
**Master Account  
Number**

(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>						
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>						



# FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Concept design of traffic management treatments in Marden & Royston Park

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 undertake concept design and community consultation of the Stage 2 traffic management recommendations in Marden and Royston Park, to reduce traffic speed and non-local through traffic through the precinct.

The traffic management devices are a recommendation from the *Marden & Royston Park Traffic Management Plan*, that was prepared by Consultants in 2022. At the time of preparing this funding submission, the recommendations from the Plan have not been endorsed by the Council, and are to be presented to the *Traffic Management & Road Safety Committee* on February 21, 2023. As such, if the recommendations are not endorsed by the Council, the funding will not be required.

If endorsed by the Council, it is anticipated that the traffic management devices would be integrated into the capital works program that has road reconstruction works planned for the 2024-2025 financial year.

### PROJECT DELIVERABLES

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

The outputs would include the concept design of the following:

- a series of *Landscaped Median Islands* along the length of Battams Road;
- a *Wombat Crossing* in Battams Road, opposite the Royston Park Café;
- two (2) *Single-lane Slow Points* in River Street, south west of Broad Street;
- two (2) *Landscaped Median Islands* in River Street, between Lower Portrush Road and Broad Street;
- two (2) *Single-lane Slow Points* in and Beasley Street, south west of Broad Street;
- one (1) *Landscaped Median Island* in Beasley Street, between Lower Portrush Road and Broad Street;
- two (2) *Landscaped Kerb Buildouts* in Addison Avenue; and
- a *Landscaped Median Island and Kerb Buildout* in Broad Street.

Community consultation with residents of Marden, Royston Park, Joslin and St Peters would be undertaken prior to the finalisation of the designs.



## RELATIONSHIP TO CITYPLAN 2030

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

Traffic calming devices create a better balance between traffic flow and safety thereby improving community well-being.

#### Social Equity:

A connected, accessible and pedestrian friendly community.

Safer roads encourage walking and cycling resulting in a more accessible and connected community for people of all ages.

#### Environmental Sustainability:

A leader in environmental sustainability.

Moderate traffic speeds and less non-local through traffic will result in less co2 emissions and encourage sustainable forms of transport such as walking and cycling.

## 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 allocation of funding to implement the recommendations from *The Marden & Royston Park Traffic Management Plan* would demonstrate that the Council has not just undertaken 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 Urban 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?**

Given the high workload, the Council staff may not have the capacity to manage 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.*

The traffic management treatments would be integrated into the existing capital works program for road reconstruction that is planned for 2024-2025.

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

A staff report will be presented to the Traffic Management & Road Safety Committee at its meeting to be held on 21 February 2023. This funding request is in accord with the recommendations in the staff report.

## 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.

## 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	\$30,000					
• Construction Costs						

• Contracted Services	
• Legal Expenses	
• Equipment Purchases	
• Consultation Costs	\$10,000
• Other Operational Delivery Costs	
<b>Total Funds Requested (b)</b>	<b>\$40,000</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**

\_\_\_\_\_  
Gayle Buckby  
Manager, Traffic & Integrated Transport

\_\_\_\_\_  
14 February 2023

Supported by



\_\_\_\_\_  
14 February 2023

\_\_\_\_\_  
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)

## 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

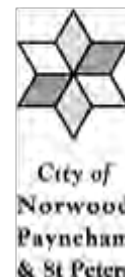
☐ Renewal expenditure  
☐ New or Upgrade expenditure

**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: 2023/2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Smart Parking Project, Webbe Street carpark, Norwood

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.*

The purpose of this submission is to seek funding to implement smart parking technology to assist in the management of time control limits for car parking spaces in the ground floor of the Webbe Street carpark, Norwood.

One of the key drivers of the Council's Smart City Plan is to facilitate greater accessibility and mobility so that people can move efficiently around the city, accessing services and participating in economic activity. One of the Council's accessibility related Priority Actions is to explore opportunities to improve the efficiency and effectiveness of city parking with smart technology.

In 2021, the Council partnered with eSMART 21, to undertake a Smart Parking Pilot Project in the Council owned Webbe Street, Norwood car park. The purpose of the Pilot project was to evaluate the use of technology to facilitate a greater turnover of car parking spaces in highly utilised car parks, via the monitoring and enforcement of parking time limit controls.

The overall objectives of using technology to assist in the management of time control limits for car parking spaces in the Webbe Street car park include:

- increasing turn-over of available parking spaces to benefit local traders;
- where required, issuing expiation notices in an effective and efficient manner, minimising the extent of time the Council's Regulatory Services Compliance Officers need to physically spend in the car park monitoring vehicle stays;
- improving the standard of proof of evidence for issuing expiations; using data obtained from technology such as in-ground sensors or overhead sensors and parking guidance systems;
- freeing up time for the Council's Regulatory Services Compliance Officers to perform more duties, such as monitoring parking adjacent school zones, elsewhere in the City;
- increasing revenue sourced from parking expiations, noting that this is not one of the key drivers for the project; and
- monitoring of car parking usage rates, including peak periods, to inform timing of delivery for other council projects such as capital works upgrades in the vicinity of the carpark.



The Smart Parking Pilot Project undertaken in partnership with eSMART 21 was successful and showed that their Autofine technology could be deployed and be 'fit-for-purpose' in the Webbe Street car park, however, given the broad range of technology available to assist in the management of car parks, at its meeting held on 1 August 2022, the Council passed the following resolutions:

1. *The Council notes that Expressions of Interest will be called to investigate options to monitor and manage time limited car parking bays in the ground floor of the Webbe Street car park Norwood, using smart technology.*
2. *The Council notes that a report will be prepared for its consideration following the assessment of any submissions which are received through the Expressions of Interest.*

On 20 October 2022, an open tender was released on the SA Tenders & Contracts website calling for *Expressions of Interest (EOI) for Smart Technology Assisted Management and Enforcement of Time Limit Controlled Car Parking in the Webbe Street Carpark, Norwood.*

The closing date for the tender was 29 November 2022.

The Council received thirteen (13) EOI submissions, comprising a range of different technologies. At the time of writing this funding submission, all thirteen (13) EOIs have been evaluated and of these, three (3) EOI submissions have been shortlisted for further and final evaluation and selection in accordance with the Council's Procurement Policy. The consulting firm Delos Delta has been engaged to assist council staff with the evaluation by undertaking a technical review of the technology proposed for deployment, to ensure that whichever technology is chosen is 'fit for purpose'. The three (3) shortlisted proposals include different costs, so for the purposes of this submission, the funding sought does not reflect the exact pricing of any one of the three (3) shortlisted proposals, but rather, reflects a median of the likely implementation costs and then the likely cost per annum over five years, for licensing fees, after-sale support, training and maintenance.

The financial modelling included in the shortlisted submissions indicates that most of the cost of deploying the technology to assist in the management of the time limit-controlled car parking spaces will be offset by projected increases in revenue obtained via the issuing of expiation tickets for vehicles that overstay the time limit controls in the Webbe Street car park. A conservative estimate of approximately 20% or (\$25,000) increase in revenue from expiation notices has been projected for year one of the project. This increase in revenue has been modelled on the basis that it will likely fall in subsequent years as regular users of the car park reduce their extent of overstaying time limit parking controls over time, due to the effectiveness of the technology in monitoring vehicle overstays. In this context, the additional revenue over a five-year period is projected to be in the order of \$112,000. When this is compared to the projected five-year cost of implementing and maintaining the technology and associated infrastructure (projected at \$114,000) then the project would be almost cost neutral to the council after five years.

It should be noted that these projected costs and savings are based on the median of the likely implementation costs of the project, having regard to the pricing included in the three (3) short-listed submissions. If the preferred supplier's costs are higher or lower than the median estimated cost, then the payback period and overall cost to the Council will differ. In a worse-case scenario, the overall cost to the Council is projected to be in the order of \$40,000 total over five years and in the best-case scenario, the project will be revenue positive to the Council, in order of a \$24,000 total over a five-year period and would be revenue positive after Year 3 of the project.

If the preferred supplier costings are less than the \$50,000 requested in this submission, the balance of the funds will be used for signage within the car park advising of the use of technology, promotional materials and potentially additional in-ground sensors in parking 'hot spots' near the Webbe Street car park to enable more efficient enforcement of time limit parking controls on and adjacent The Parade. If the preferred supplier costings are greater than the \$50,000 requested in this submission, a further report will be presented to the Council.

In addition, the resource modelling included in the shortlisted submissions suggests that the deployment of technology in the carpark will free up approximately 50% of the time that the Council's Compliance Officers currently spend patrolling the Webbe Street carpark to monitor the length of stays for motor vehicles. If this saving is realised, this equates to around three (3) per week or 156 hours per year that the Compliance Officers can spend patrolling other parts of the City and completing other regulatory related tasks instead of patrolling the Webbe Street carpark. Over a five year period, this equates to a resource saving of approximately 100 full days of patrolling the Webbe Street carpark, that can be allocated elsewhere.

As part of the selection process to determine the preferred supplier, it should be noted that none of the technology will capture any personal details of citizens in the car park. The data captured will purely relate to the use of the vehicle spaces by motor vehicles and their extent of compliance or otherwise with the time limit controls in the car park.

## PROJECT DELIVERABLES

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

Specific outputs from the project include:

- Deployment of Smart Infrastructure, such as sensors, within the Webbe Street car park;
- New signage and information advising motorists of the use of technology within the car park to manage time limit parking controls;
- Regular data reports from the supplier on car park usage rates, turn-over of spaces, number of expiations issues; average time each space is used etc.;
- Consultation and communication strategy with local traders.

## 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 implementation of Smart Parking initiatives is underpinned by the objective of improving accessibility to local businesses and services.

#### 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 sustainable, effective use of hard infrastructure fosters a stronger connection with the City and a sense of place.

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Smart Parking initiatives have a role to play in enabling greater connectivity between citizens and local businesses and services via improving turn-over and availability of car parking spaces. The Council can play the role of 'enabler' in this space and apply digital technology, or make generic data relating to car park usage available to improve citizen and business collaboration and inform economic opportunities.

#### Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

## RELATIONSHIP TO ORGAINSATIONALSTRATEGY

### 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

---

Smart City initiatives are outcome focussed and can improve the efficiency of Council services and accessibility of local services and businesses.

---

### **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 by their very nature generally innovative.

---

## **ADDITIONAL CONSIDERATIONS**

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### **RISK MANAGEMENT**

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

A key risk is that the Council may not be delivering best value outcomes for the community, given the rapidly changing community needs that is underpinned by technological advancements. The impact of this is that the Council could waste money and resources deploying technology that is not 'fit-for-purpose'.

This can be mitigated through the timely implementation of priorities identified in the Smart City Plan and ensuring that the evaluation process includes a technical review of the proposed technology and robust financial and resource modelling to ensure it is 'fit-for-purpose'.

Another key risk is that the deployment of technology that includes sensors and capturing of data may not be well received by some citizens on the basis of concerns with privacy and misuse or on-selling of the data. The impact of this could include a lack of confidence from some citizens in the Council's implementation of its Smart City Plan and in turn this could harm the Council's reputation. This concern can be mitigated by ensuring that the Council's objectives for the proposed deployment of technology are clearly communicated in an open and transparent manner and by ensuring the technology that is deployed only captures generic data that does not disclose the personal details of citizens.

For this project, the proposed controls including a technical review of the proposed technology, robust financial and resource modelling to ensure it is 'fit-for-purpose' and ensuring any data captured is of a generic nature only, have been incorporated into the EOI evaluation process.

- **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.

## **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 investigation and delivery of smart parking initiatives is a key priority deliverable of the Council's Smart City 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?*

This project will need to involve:

- Team Leader, Regulatory Services;
- Smart City Project Team;
- Compliance Officers, Regulatory Services; and
- Other staff as 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>	Nil					
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$50,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$50,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>Net Funds Requested (a-b)</b>	\$50,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials		\$25,000	\$25,000	\$22,000	\$20,000	\$20,000
• Additional Revenue						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_  
 Carlos Buzzetti  
 GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

\_\_\_\_\_  
 (Date) 14 February 2023

Supported by

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

\_\_\_\_\_  
 (Date) 14 February 2023

### 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)

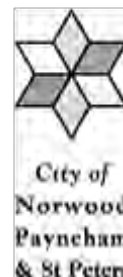
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Private Laneways Conversion Project

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Civic Affairs

PROJECT OWNER:

General Manager, Governance & Civic Affairs

PROJECT MANAGER:

Manager, Governance & Legal  
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 one (1) private laneway 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 private laneway to public road; and
  - **Design** – undertaking the design of the capital upgrade works required to bring the private laneway up to public road standard
- **Stage 2** (Year 2)
  - **Capital Upgrade Works** – undertaking the capital upgrade works required to bring the laneway up to public road standard

This means that in any given financial year, Stage 1 research and design will be undertaken in relation to the private laneway, and Stage 2 works will be undertaken on the private laneway researched and 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 and Design

Outputs include the legal research into status and ownership of the private laneway, required public notices and correspondence / agreements with adjacent landowners, a detailed design and a report to the Council to consider the proposed public road declaration.

If 75% agreement of adjoining owners to the proposed conversion is reached, the selected private laneway will vest in the Council as a new public road (Certificates of Title will issue and the road will be included in the Council's Public Road and Asset Registers). If agreement is not obtained, the conversion process will not be completed.

## Stage 2 – Capital Upgrade Works

Outputs include the new public road being upgraded to public road standard (including, if required, sealing, lighting, drainage infrastructure) and incorporated into the Council's Whole-of-Life Model.

If the requisite agreement of adjacent owners is not reached in Stage 1 (see above), Stage 2 will not progress with respect to the laneway.

### Project History

#### **2019-2020**

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

#### **2020-2021**

- Charlotte Lane, Norwood – Stage 2 completed
- Nelson Lane, Stepney – Stage 2 not completed, (didn't obtain 75% agreement)

#### **2021-2022**

- Rosemont Lane – Stage 1 completed
- Nelson Lane, Stepney – Stage 2 not completed, (didn't obtain 75% agreement)

#### **2022-2023**

- Rosemont Lane – Stage 2 completed

#### **2023-2024**

- Salisbury Lane – Stage 1 to be completed

## 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 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

Not Applicable.

#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

Not Applicable.

#### **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"

---

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 up to 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)
- Persons with a registered interest in the private laneway, or adjoining land / Rights of Way seek compensation and/or review of process
- Failure to obtain 75% agreement of adjacent owners to private laneway

#### Stage 2

- Delivery of Stage 2 of the Project will be dependent upon successful completion of Stage 1

### 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.**

This Project is required by the Council's *Private Laneways Policy and Procedure*, which outlines that it is the Council's objective to select up to two (2) private laneways for conversion to public road each year (and subsequently, to include up to 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 4 March 2019.

**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?*

General Manager, Governance & Civic Affairs

Manager, Governance & Legal

Manager, City Assets

Project Manager, 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 \$ 2023-2024	Year 1 \$ 2024-2025	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 - Salisbury Lane	30,000					
• Construction Costs - Laneway 1 (Salisbury Lane – TBC)		290,000.00*				
• Contracted Services						
• Legal Expenses (fees & disbursements) - Salisbury Lane	15,000**					
• Equipment Purchases						
• Advertising Costs Salisbury Lane	1,000					
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>46,000</b>	<b>290,000*</b>				
<b>Net Funds Requested (a-b)</b>	<b>46,000</b>	<b>290,000*</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.

\*\* Increased costs expected for Salisbury Lane to negotiate with adjacent owners for boundary re-alignment where their land forms part of Salisbury Lane, and to prepare one or more easements for a required Council drainage infrastructure extension.

**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

Lisa Mara  
General Manager, Governance & Civic Affairs

27 February 2023

Supported by

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
14 February 2023

**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)*

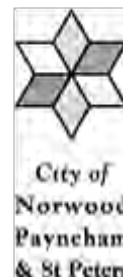
**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

**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 2023-2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Condition Assessment of Civil Infrastructure Assets

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

Acting 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 civil infrastructure assets 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 four (4) 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 civil infrastructure in accordance with the objectives and goals contained in the Council's Civil Infrastructure Asset Management Plan (2020).

### PROJECT DELIVERABLES

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

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 civil infrastructure 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**

The Audit will address the renewal or upgrade of civil infrastructure assets 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 civil infrastructure assets which cater for, and are adjacent to, business and service centres will be a priority to ensure safe and convenient use and access.

**Environmental Sustainability:****A leader in environmental sustainability.**

Civil infrastructure assets renewal will be undertaken with a focus on environmental sustainability.

**RELATIONSHIP TO ORGAINSAIONALSTRATEGY****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 Audit will provide data to determine renewal requirements of the Council's civil 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 civil infrastructure.

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

The Audit considers safe design and compliance to ensure that the civil infrastructure assets are fit-for-purpose, safe and accessible.

**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 civil 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 civil 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 buildings 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 Civil 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**

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• User Charges						
• Other						
<b>Total External Funding (a)</b>						
<b>Expenditure</b>						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$75,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$75,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>\$75,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



Paul Mercorella,  
Manager, City Assets

February 2023

Supported by



14 February 2023

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)

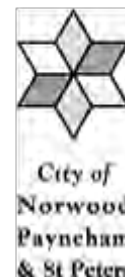
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Review of the Dog & Cat Management Plan

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategy

PROJECT MANAGER:

Manager, Economic Development & Strategy

## 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.*

Pursuant to Section 26A of the *Dog and Cat Management Act 1995*, each Council must prepare a Plan relating to the management of dogs and cats within its area every 5 years.

In accordance with the Act, the Council prepared and endorsed its current *Dog & Cat Management Plan 2019-2024*, at its meeting held on 12 September 2018. Given that the Act requires the Council to prepare and present to the Dog & Cat Management Board, a new Plan every 5 years and that the Plan must be prepared at least 6 months before it is required to take effect, the Council needs to once again undertake the process.

A Dog & Cat Management Plan must include provisions for parks where dogs may be exercised off-leash and for parks where dogs must be under effective control by means of a physical restraint and may include provisions for parks where dogs are prohibited.

The preparation and adoption of a Dog & Cat Management Plan ensures that the Council meets its legislative responsibilities and provides for the management of responsible dog and cat ownership within the City.

In respect to the preparation of dog and cat management plans, Section 26A of the Act states the following:

- (1) *Each council must, in accordance with this section, prepare a plan relating to the management of dogs and cats within its area.*
- (2) *A plan of management must include provisions for parks where dogs may be exercised off-leash and for parks where dogs must be under effective control by means of physical restraint, and may include provisions for parks where dogs are prohibited.*
- (3) *A plan of management must be prepared and presented to the Board as follows:*
  - (a) *the first plan must cover a 5 year period and be prepared and presented within 3 years after the commencement of this section;*

- (b) *subsequent plans must cover subsequent 5 year periods and each plan must be prepared and presented at least 6 months before it is to take effect.*
- (4) *A plan of management must be approved by the Board before it takes effect.*
- (5) *A council may, with the approval of the Board, amend a plan of management at any time during the course of the 5 year period covered by the plan.*

In addition, this Project will include the implementation of an education campaign. The intent is that the education campaign will be ongoing over the five (5)-year life of the Plan – however this Funding Submission focuses only on the 2023-2024 period and will align with the endorsement of the new Dog & Cat Management Plan.

The purpose of the education campaign is to continue to educate the community in relation to:

- the legislative requirements relating to microchipping and desexing of dogs and cats; and
- the general principles of responsible dog and cat ownership.

## PROJECT DELIVERABLES

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

The deliverables will comprise of two (2) components:

- An updated Dog & Cat Management Plan for a subsequent 5 years commencing in 2024 – 2029;
- Consultation as required to deliver the updated Dog & Cat Management Plan.

A marketing and education campaign addressing the following:

- Registration / desexing / microchipping etc
- Off-leash & on-leash areas – the requirements applying to each, effective control etc

The consultation, marketing and education will be delivered through the following platforms:

- Social Media campaign – on key ‘responsible pet ownership’ topics
- Footpath stickers in off-leash / on-leash reserves
- Website content – for dogs and cats
- Parks & Playgrounds brochure (includes off-leash areas)
- Posters
- Look East

## 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 1.1.2 Maximise access to services, facilities, information and activities.

#### **Objective 1.3 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.

Strategy 1.3.2 Provide opportunities for community input in decision-making and program development,

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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.

---

**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 ORGAINSATONALSTRATEGY**

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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”

Not Applicable.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

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

Failure to comply with the legislative requirements set out under the Act and to deliver an updated Dog & Cat Management Plan and provide for the management of responsible dog and cat ownership within the City.

In respect to educating the community in accordance with the requirements of the Council's Dog & Cat Management Plan, some of the risks include:

- 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?***

Risk rating:

- |    |                              |                                     |                                      |
|----|------------------------------|-------------------------------------|--------------------------------------|
| 1. | <u>Likelihood</u> : Likely   | <u>Consequence</u> : Moderate       | <u>Risk Level</u> : Substantial      |
| 2. | <u>Likelihood</u> : Likely   | <u>Consequence</u> : Minor-Critical | <u>Risk Level</u> : Medium – Extreme |
| 3. | <u>Likelihood</u> : Possible | <u>Consequence</u> : Minor-Major    | <u>Risk Level</u> : Low-Substantial  |

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

- Availability of suitably qualified consultant to undertake the preparation of the update Dog & Cat Management Plan.
- Engagement by the community with the education campaign – interest in the information distributed and compliance with the legislative and Council requirements relating to dog and cat management (particularly reaching those dog and cat owners who are not aware of or interested in the requirements).

### 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 a legislative requirement. It is required to be delivered pursuant to Section 26A of the *Dog and Cat Management Act 1995*.

- ***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?***

The Project will be managed by the Council's Manager, Economic Development & Strategy. External Consultants will be engaged, as required, to assist in delivering the Project.

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

Manager, Economic Development & Strategy

Manager, Governance & Legal

Manager, Communications & Community Relations

Coordinator, Events & Marketing

## 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	10,000					
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>30,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>30,000</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 & Strategy**

\_\_\_\_\_  
 17 February 2023

Supported by

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

\_\_\_\_\_  
 17 February 2023

### 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)*

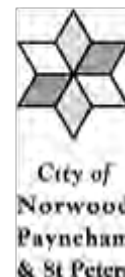
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

CityPlan 2030 - Update 2024

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategy

PROJECT MANAGER:

Manager, Economic Development & Strategy

## 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 project is required to ensure legislative compliance with Chapter 8, Part 1, Section (4)(b) of the *Local Government Act, 1999* which requires Council to, “undertake a comprehensive review of its strategic management plans within 2 years after each general election of the Council.” A general election of the Norwood Payneham & St Peters Council was held in 2022 and subsequently a review of the Council’s Strategic Management Plan, *CityPlan 2030* needs to be completed by no later than November 2024.

*CityPlan 2030* was established as a long term strategic vision and for this reason reviews of *CityPlan 2030* are scheduled to occur on a regular basis to ensure that the priorities continue to reflect the community’s aspirations. Updates of *CityPlan 2030* were undertaken in 2012 and 2016, with a mid-term review in 2020.

Undertaking the review will ensure that the Objectives, Strategies and Targets contained in *CityPlan 2030* remain up-to-date and continue to reflect the community’s priorities, in order to meet the Council’s overall goal of achieving community wellbeing.

### 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 will provide an opportunity for the Council to re-engage with the community and make amendments to *CityPlan 2030* (where required), that reflect the current community’s priorities and aspirations. It will also provide an opportunity for new Elected Members that joined the Council in 2022 to have input into the document.

The output will be an accurate, up to date, *CityPlan 2030* that reflects the priorities of the community and Elected Members of Norwood Payneham & St Peters and provides meaningful direction on all of the Council initiatives and projects moving forward.

It will ensure that the strategies and measures remain effective in helping to achieve the Outcomes and Objectives contained in *CityPlan 2030* and provide confidence that the long term strategic plan for the future of the City remains relevant and up-to-date. It will also result in a more efficient approach to the achievement of *CityPlan 2030* Outcomes and Objectives and the ability to respond in a timely fashion, to changing priorities and trends, where appropriate.

This Project demonstrates the Council's commitment to ongoing community consultation regarding the long term strategic goals of the City as well as the planning and development of specific Council services and facilities. It also ensures compliance with the requirements of the *Local Government Act 1999*.

## 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 does not relate to a specific Outcome or Objective contained in *CityPlan 2030*. The Project seeks to ensure that the directions identified in *CityPlan 2030* remain relevant, as well as identify if the Objectives, Strategies and Targets should be adjusted, in order to achieve the Outcomes more effectively or to reflect changes in Council or community priorities.

The Project will provide information which will help to accelerate the achievements of all of the Outcomes and Objectives identified in *CityPlan 2030*.

#### Social Equity:

A connected, accessible and pedestrian friendly community.

Refer to above

#### Cultural Vitality:

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

Refer to above

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Refer to above

#### Environmental Sustainability:

A leader in environmental sustainability.

Refer to above

## 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

---

A revised *CityPlan2030* that is reflective of the community's aspirations and objectives will provide clarity and clear outcomes for Council staff to work towards. It will aid staff in recognising how their role contributes to the broader objectives of the Council and community.

---

### 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

---

A review of *CityPlan2030* will ensure staff are able to continuously improve strategies to best achieve the Council's objectives.

---

### 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?**

Pursuant to the *Local Government Act 1999*, a comprehensive review of the Council's Strategic Management Plan is required within two years of a General Council Election (that is, by November 2024). In order to ensure that a revised Plan is endorsed by November 2024, the review process will need to commence in mid/late-2023.

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

The review of the Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future* is a legislative requirement. Failure of the Council to undertake a review would put it in breach of the *Local Government Act 1999*.

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

Conducting a regular review of strategic plans is fundamental to best practice planning and management.

## 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. The project provides the direction that all other Council plans and strategies deliver on.

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

*CityPlan 2030: Shaping Our Future*, previously adopted by the Council, includes a commitment to review the plan and meet the requirements of the *Local Government Act, 1999*.

## RESOURCING IMPLICATIONS

### RESOURCES

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

Yes. The Manager, Economic Development & Strategy will oversee the day-to-day running of the Project and will manage the external consultant/s which are engaged to undertake some aspects of the Review.

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

**Who are the Project team members?**

A Project Working Group comprising staff from across the organisation will be established to oversee the process.

## 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>
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• 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	20,000					
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>40,000</b>					
<b>Net Funds Requested (a-b)</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

Keke Michalos –  
Manager, Economic Development & Strategy

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

10 February 2023

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

Supported by

Mario Barone – Chief Executive Officer

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

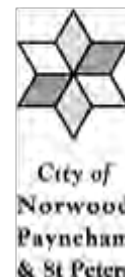
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Representation Review

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Civic Affairs

PROJECT OWNER:

General Manager, Governance & Civic Affairs

PROJECT MANAGER:

General Manager, Governance & Civic 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 *Local Government Act 1999* (the Act) requires a Council to conduct a review of its area in respect to the composition of the Council, (ie Wards and Voter quotas), at least once in every eight (8) years. The Representation Review is the process to determine whether a Council would benefit from an alteration to its current composition or Ward structure to meet future requirements.

The last Representation Review conducted by the Council was in 2016.

The Minister for Local Government has published a Schedule of Council Representation Reviews which sets out that the Council must conduct its next Review in April 2024–April 2025.

### 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 Act prescribes the process and requirements of a Representation Review to ensure all aspects of the composition of a Council are considered which includes:

- the number of Elected Members,
- the division or abolishment of Wards in the Council area, and
- the number of Voters represented by each Elected Member.

The Review is required to be completed in April 2025 to ensure that any changes to the composition of the Council can be implemented as part of the 2026 Local Government Election.



**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.

---

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

---

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?***

The Council must undertake its scheduled Representation Review, in accordance with the provisions of the *Local Government Act 1999*.

- ***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.***

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 Governance & Civic Affairs Unit will manage the Review and a consultant will be engaged to assist with the Review.

## 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	25,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>25,000</b>					
<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**

General Manager, Governance &amp; Civic Affairs

14 February 2023

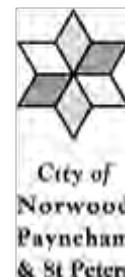
Supported by

\_\_\_\_\_  
Chief Executive Officer\_\_\_\_\_  
14 February 2023**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:

40km/h speed limit in Marden, Royston Park, Joslin, St Peters, College Park and Hackney

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 undertake community consultation and plan preparation for the implementation of a 40km/h speed limit in the residential streets bound by Lower Portrush Road, Payneham Road, North Terrace, Hackney Road and the River Torrens (*the subject area*). *The subject area* includes the suburbs of Marden (southwest of Lower Portrush Road, Royston Park, Joslin, St Peters, College Park and Hackney).

The 40km/h area speed limit would not apply to Stephen Terrace which is under the care, control and management of the Department for Infrastructure & Transport (DIT).

A 40 km/h speed limit is widely recognised as a suitable traffic management initiative for residential streets because it 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.

The Council has previously endorsed *the investigation* of a 40km/h speed limit throughout the City, with investigations to be undertaken one precinct at a time. Evandale, Stepney and Maylands were speed limited to 40km/h in 2019 and Norwood and Kent Town in 2022. A recent evaluation of the outcomes of the lowered speed limit in Stepney, Maylands and Evandale identified that traffic speed had reduced in the streets where speeding had been an issue, and overall, the 85<sup>th</sup> percentile traffic speeds had reduced by an average of 2.5km/h.

At the meeting held on 1 November, 2021, the Council endorsed that community consultation be undertaken for the implementation of a 40km/h speed limit in the subject area. As such, the implementation of a 40km/h speed limit in the subject area has not been endorsed by the Council and is subject to the outcomes of community consultation. Community consultation has already been undertaken in Marden and Royston Park, and 60% of respondents supported a 40km/h speed limit. As such, community consultation is only required in the remaining suburbs (Joslin, St Peters, College Park and Hackney).

It is anticipated that there would be a hold-point in the project after community consultation, at which time, the consultation outcomes would be presented to the Council. If endorsed by the Council, Consultants would be engaged to prepare the plans that detail the locations for each sign. Council staff would manage the project and seek approval from the Department for Infrastructure & Transport (DIT), which may take approximately six

(6) months. Once approval from DIT is received, funding will be sought in the 2024-2025 financial year to manufacture and install the signs.

The estimated timeline is set-out below:

- July/August 2023: community consultation;
- September/October 2023: Present consultation outcomes to the Council. If not endorsed by the Council, cease project. If endorsed by the Council, continue to step 3.
- October 2023 – December 2024: Staff to prepare all documentation to seek DIT approval & Consultant to prepare plans with locations for sign installation;
- January 2024: Lodge application with DIT and await DIT approval which can take up to 6 months;
- Approx. July 2024 (once DIT Approval received): Manufacture & Install signs – funding to be sought as part of the 2024-2025 Council Budget.

## PROJECT DELIVERABLES

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

The outputs would include:

- community consultation (printing, publicity and distribution of materials);
- plan preparation of all sign locations.

## RELATIONSHIP TO CITYPLAN 2030

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

A 40km/h area speed limit 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.

## 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 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 community may not support the implementation of a 40km/h speed limit and the Council may not endorse the project. Community acceptance for lowered speed limits has increased in recent years it becomes more common across the metropolitan area., however there will be some opposition and debate on this topic.

The Department for Infrastructure & Transport may not approval the request to implement a 40km/h speed limit in the Study Area. Initial investigations have identified that all of the DIT criteria can be met and there is no reason why approval would not be given.

### 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.***

At the meeting held on 1 November, 2021, the Council endorsed that community consultation be undertaken for the implementation of a 40km/h speed limit in *the subject area*.

### 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.

## FUNDING REQUEST

### FUNDING IMPLICATIONS

#### BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
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• Additional temporary Labour costs						
• Design Costs	\$10,000					
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	\$10,000					
• Other Operational Delivery Costs						
<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						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

\_\_\_\_\_  
 Gayle Buckby  
 Manager, Traffic & Integrated Transport

\_\_\_\_\_  
 14 February 2023

Supported by



\_\_\_\_\_  
 14 February 2023

\_\_\_\_\_  
 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)

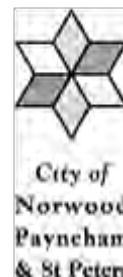
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023 – 2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Street Lighting Renewal & Upgrade

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

Acting 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").

An audit by a street lighting consultant identified streets which contain street lighting non-compliances, and advised those which are high-priority, as well as the reasoning behind the high-priority rating (e.g. high-traffic count, exceedance of street lighting spacing, etc).

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?*

The installation / upgrade of street lighting to areas which require urgent attention / upgrade due to vehicle and pedestrian safety, focusing on pedestrian refugee 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 will 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 Acting Project Manager, Assets.

- ***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	\$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



February 2023

Paul Mercorella  
Manager, City Assets

Supported by



14 February 2023

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:**

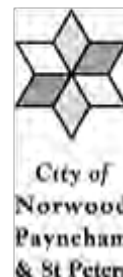
☐

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:

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Implementation of 40km/h speed limit in Glynde, Payneham, Firle, 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

- *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 undertake the Priority one (1) and Priority two (2) recommendations that were identified in the *Glynde, Payneham, Firle, Trinity Gardens and St Morris Traffic Study (the Traffic Study)*, that was prepared by *Stantec Traffic Consultants* in 2022.

*The Traffic Study* was undertaken to investigate a high number of recurring reports from citizens regarding their concerns about high traffic speed and high traffic volumes that in their opinion, affected their safety and residential amenity. The Consultants cross-correlated these concerns with the evidence obtained from data and surveys to inform a list of recommendations that were grouped into four (4) priority levels.

This funding request is :

- to implement the *Priority 1* recommendation that is to implement a 40km/h area-wide speed limit in all streets bound by Payneham Road, Glynburn Road, Magill Road and Portrush Road (*the precinct*), which includes the suburbs of Glynde Payneham, Payneham South, Firle, Trinity Gardens and St Morris; and
- to undertake the necessary design investigations for traffic calming treatments at the locations identified as *Priority 2* actions, which comprises ten (10) separate projects.



## PROJECT DELIVERABLES

### 1. What are the outputs to be delivered from the project?

The outputs would include:

1. Detail design plans locating all signage required for 40km/h implementation;
2. Manufacture and install of all 40km/h signs;
3. Investigation and design for ten (10) *Priority 2* traffic calming projects, as set-out below:
  - o Gage Street, Firle, Ryan Avenue to Stapleton Street;
  - o Jones Avenue, Aberdare Avenue and Seventh Avenue (in coordination with the Trinity Valley Stormwater Drainage project works);
  - o Barnes Road, Glynde;
  - o Luhrs Road, Payneham South;
  - o Albermarle Avenue, Trinity Gardens;
  - o Ashbrook Avenue and John Street, Payneham;
  - o Gwynne Street, Firle;
  - o Marian Road (completion of cycle route);
  - o Payneham Road and Avenue Road junction;
  - o Payneham Road and Ashbrook Avenue Junction; and
4. Community consultation (printing and distribution of materials).

## RELATIONSHIP TO CITYPLAN 2030

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

A 40km/h area speed limit supported by traffic management devices aims to create a better balance between traffic flow and safety, thereby improving community well-being. Research shows that slower 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.

Implementing 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.

## 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 allocation of funding to implement the Traffic Study would demonstrate to the community that the Council has not just endorsed a study but is committed to the final outcome.

**Capability**

Enabling Organisational capability and capacity through “Our People”

The delivery of the actions 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 Department for Infrastructure & Transport may not approve the request to implement a 40km/h speed limit in the Study Area. Initial investigations have identified that all of the DIT criteria can be met and there is no reason why approval would not be given.

### 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.***

Some of the streets identified as Priority 2 projects align with the proposed Trinity Valley Stormwater Drainage project that is planned for design and construction within the next two years. As such, the design and construction of those Priority 2 actions will be integrated into the capital works program.

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

At the time of preparing this funding submission, the recommendations from the *Traffic Study* had not been endorsed by the Council. However, a staff report will be presented to the Traffic Management & Road Safety Committee at its meeting in February 2023.

The Council has previously endorsed the investigation only (not implementation), of a 40km/h speed limit throughout the City on the basis that it be undertaken on a staged, precinct-by-precinct basis, and the implementation would be subject to the outcomes of community consultation. Given that the consultation component of *Traffic Study* identified that the majority of respondents supported the speed reduction, this funding submission has been prepared in anticipation that the Council *will* endorse its implementation. If, for any reason, the Council does not endorse the project, the funding would not be required.

### 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 Traffic & Integrated Transport staff.

## 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						
• Contracted Services	\$60,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	\$10,000					
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>\$120,000</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

\_\_\_\_\_  
 Gayle Buckby  
 Manager, Traffic & Integrated Transport

\_\_\_\_\_  
 14 February 2023

Supported by



\_\_\_\_\_  
 14 February 2023

\_\_\_\_\_  
 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)

## Finance Use

Project Type: ☐ Operating

☐ Capital  
Useful Life in years

Nature of Expenditure:

☐ Discretionary  
☐ Non-Discretionary

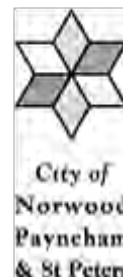
☐ Renewal expenditure  
☐ New or Upgrade expenditure

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☐ MAJOR

PROJECT NAME:

Major Public Art Project

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Arts, Culture & Community Connections

PROJECT MANAGER:

Manager, Arts, Culture & Community Connections

## 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 that 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 annual Capital Works Budget (Civil Infrastructure Capital Works Program and Stormwater 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 and allocations.

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 fifth Quadrennial Public Artwork for completion in July 2026.

---

**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:

- Arts Officer
- Strategic Projects Staff
- Communications Unit Staff
- Events Staff
- City Services Staff

## 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						
<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 & Civic Affairs

15 February 2023

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

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

Supported by

15 February 2023

\_\_\_\_\_  
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)

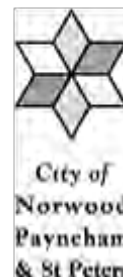
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Point-of-sale (POS) system Norwood Concert Hall

RESPONSIBLE GENERAL MANAGER:

CEO

PROJECT OWNER:

Manager, Arts, Culture & Community Connections

PROJECT MANAGER:

Manager, Information Services

## 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.*

Purchase of a Point-of-Sale (POS) system for the Norwood Concert Hall to provide the technology required to improve the experience of people attending the venue, increase efficiency of the bar service and improve financial accuracy and reporting.

The current payment process and financial reporting is manual heavy, inefficient and open to human error. The Norwood Concert Hall is currently equipped with one (1) analogue cash register and two (2) Eftpos terminals. Staff and patron time is wasted as staff wait for another staff member to finish using the cash register in order to calculate the purchase then manually enter the total into the Eftpos terminal. This is quite time consuming when, during a highly attended event, there may be more than fifty (50) people waiting for service and four (4) bar staff sharing the one register. Patrons may become disgruntled with the slow service, and therefore, less likely to make another purchase during the event.

To improve service delivery and efficiency, it is proposed to install four (4) Point of Sale Systems with accompanying Eftpos terminals. Three (3) systems to adequately service the bar area and, to respond to high sale demands and more effectively manage service lines, the fourth (4) will provide an option to extend the bar service to the foyer or kitchen areas.

In scope:

- 4 Point of sale machines and printer (Retail Solutions quote: \$13,900 (incl GST) includes installation and training)
- 2 Eftpos terminals (quote estimate: TBC)

### 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;

Benefits of a Point-of-Sale system include but are not limited to:

- **Ease of use:** simple for casual employees to learn and operate and staff can remain at the bar service points, rather than having to continually move between areas to access the one cash register.
- **Improved customer experience:** faster service, therefore, customers are more likely to make a purchase during intermissions and improves the capacity of staff to process higher volume of orders.

- **Greater accuracy:** eliminates manually keying items and prices into a cash register and Eftpos machine, therefore, reduces margin of error.
- **Seamless workflow and improved financial management:** eliminate need to manually enter data into our financial systems, for instance Authority.
- **Inventory tracking & control:** monitor stock levels and inventory forecasts to aid stock management and avoid running out of most purchased items or jettison any items that are not selling.
- **Reporting and analysis:** provides data to track sales, profits and sale trends during various event types.
- **Flexibility:** POS solution is extremely flexible and offers several options to tailor it to our business needs.

## 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 1.1.3 Design and provide safe, high-quality facilities and spaces for all people.*

A POS system will improve the experience for people attending the Norwood Concert Hall through reduced wait times for bar service and ensure accurate processing of transactions, resulting in a professional and efficient service and satisfied patrons.

#### 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

#### 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"

Modern POS system software features are much more than processing transactions, they can be modified to meet our current and emerging financial and service delivery needs, using innovative technology to save time and more efficiently record sales, match inventories, enable system integration and minimise human error.

## ADDITIONAL CONSIDERATIONS

### RISK MANAGEMENT

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

Potential risks include:

- Reputation damage: a negative customer service experience can cause damage to the venue's as well as Council's reputation of providing high quality and professional community experiences.
- Loss of potential profits: Patrons may not wait for service or return for subsequent purchases due to long wait times, causing revenue loss.

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

Loss in potential revenue growth and, therefore, the amount of profits available to reinvest back into venue operations and community and not-for profit venue hire subsidies.

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

Information Services and Finance have been consulted regarding the project viability as well as system requirements and options and recommend the Wi-Fi option due to the lack of network cabling in the Norwood Concert Hall.

The product from Retail Solutions does not have native integration, however, Retail Solutions can schedule a nightly export which will include an end-of-day report and a data file. The data file can be formatted to easily allow manual upload into Authority. Retail Solutions have also confirmed their POS software can integrate with ANZ eftpos terminal via a third party application.

To ensure compatibility with existing systems, Information Services will investigate product options further to ensure the POS system compatibility with existing systems and includes software that can be updated to future proof the hardware investment.

### 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?**

Venue Manager, Norwood Concert Hall

Manager, Information Services

Information Services Administrator

Manager, Arts, Culture & Community Connections

Manager Finance

## 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>						
• Equipment Purchases						
X4 POS Advantage Touch Screen – includes 12 months software updates & phone support						
X4 Compact Point of Sale Terminal						
1x Windows 10 IOT ENTRY OS						
1x Thermal Printer, auto cut						
Installation & Training						
Data entry: initial product data	13,900.00					
	(+GST)					
Additional Access Point	900.00					
X2 Eftpos terminals	TBC					
<b>Total Funds Requested (b)</b>	<b>14,800</b>					
<b>Net Funds Requested (a-b)</b>	<b>14,800</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						



## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Navian Iseut, Manager, Arts, Culture & Community  
Connections

9 February 2023

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

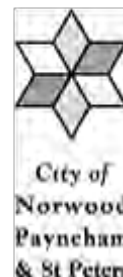
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Raising The Bar Adelaide

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Art, Cultural & Community Connections

PROJECT MANAGER:

Coordinator, Events & Marketing

## 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 positioning education as part of the City's popular culture by simply mixing learning and debate into a fun-night out.

Since 2018, the Raising the Bar Adelaide events have provided the opportunity to showcase the diverse pub scene within the City of Norwood Payneham & St Peters, raise the awareness of the City's night time offering, whilst creating a one-of-a-kind, knowledge driven event.

Through the transformation of ten (10) of the City's pubs 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. The format of the event is twenty (20) talks in one night; across ten (10) venues throughout the City of Norwood Payneham & St Peters.

The final number of recorded attendees at the event, across the nineteen (19) talks was over 1,000 people. Talks included the reality of crime, nutrition, fashion, law and religion, durability and resistance, the space industry, STEM careers and more.

As a result of COVID-19, the 2020 and 2021 events were modified in order to deliver them in a safe and manageable way. This included live streaming talks, reducing the number of tickets available and also reducing the number of talks, to avoid attendees traversing from one pub to another.

In order to deliver this initiative in 2024, the Council will need to allocate \$38,000 (excluding GST). 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 costs associated with facilitating the event across 10 venues.

## 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 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 winter activation event provides a reason for people to visit and connect with our City all year round.

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.

## 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:

An inclusive, connected, accessible and friendly community.

#### **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 generates a range of positive effects that include the reinforcing of collective ideas; encouraging alternate environments for learning; promoting wellbeing and increasing civic pride.

Volunteers are involved with the event night and engage with the speakers, we also offer for them to run the night and play host/MC, and also facilitate the question time.

#### Cultural Vitality:

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

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.

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. Past events have achieved this, and by doing so, provide the community with the setting to debate ideas in an accessible, non-threatening and 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.

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Not applicable.

### **RELATIONSHIP TO ORGAINSATONAL 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

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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.

---

#### **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**

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 extreme risk to the Council and or the community in the delivery of this initiative. Previous events provided the local pubs and bars a promotional opportunity during quieter months and due to their success, they are keen to be involved year after year.

Although there is no extreme risk, if the Council decides not to support this initiative in 2023-2024, there is a very likely 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.

### 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
- Coordinator, Events & Marketing
- Events Coordinator
- Communications Officer
- 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

	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	\$5,000					
• Design Costs						
• Construction Costs						
• Contracted Services	\$13,000					
• Legal Expenses						
• Equipment Purchases	\$5,000					
• Consultation Costs						
• Other Operational Delivery Costs	\$15,000					
<b>Total Funds Requested (b)</b>						
<b>Net Funds Requested (a-b)</b>	\$38,000					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Claire Betchley  
COORDINATOR

(Insert name & title of Project Owner)

3.02.2023

(Date)

Supported by

Navian Iseut  
**MANAGER, ARTS, CULTURE & COMMUNITY  
CONNECTIONS**

3.02.2023

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

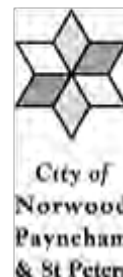
## 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023/2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

2023 Community Survey

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategy

PROJECT MANAGER:

Manager, Economic Development & Strategy

## 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 seventh 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, during the last two Community Surveys (2019 and 2021), there has been a preference, particularly from business operators / owners to complete the survey online.

Accordingly for the 2023 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.

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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*

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.

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### Social Equity:

An inclusive, connected, accessible and friendly community.

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**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.

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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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**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.

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- **Target:** Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.

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**Economic Prosperity:**

A dynamic and thriving centre for business and services.

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**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.

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**Environmental Sustainability:**

A leader in environmental sustainability.

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**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.

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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

---

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.

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**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.

---

**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**


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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”

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 seventh 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 six (6) surveys conducted in 2009, 2011, 2013, 2017, 2019 and 2021 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 Manager, Economic Development & Strategy will be responsible for the day-to-day management of the project. 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
- Manager, Communications & Community Relations.

## 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	28,000
• Legal Expenses	
• Equipment Purchases	
• Consultation Costs	2,000
• Other Operational Delivery Costs	
<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

\_\_\_\_\_  
**Keke Michalos**  
**Manager, Economic Development & Strategy**

\_\_\_\_\_  
 10 February 2023

Supported by

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

### 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)*

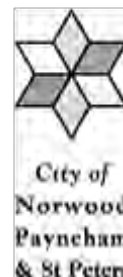
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023 -2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Young People in NPSP Action Plan

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Arts, Culture & Community Connections

PROJECT MANAGER:

Coordinator Youth 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.*

Informed by the Council's Youth Development Strategy 2022-2025, an annual program of projects for Young People, that aligned to the objectives outlined in the strategy, were funded as part of the 2022 -2023 Budget. This program included:

- Sports Vouchers (\$5,000)
- Sports Week (\$6,000)
- Wheel Park (\$25,000)
- Youth Art (\$19,000)
- Cooking (\$8,000)

Total: \$68,000

The formation of the new business unit, Arts, Culture & Community Connections in October 2022, and appointment of a new Coordinator Youth Projects in January 2023, provided an opportunity to re-engage with young people to:

- assess the quality and appropriateness of the 2022-2023 program.
- ensure the voice of young people is represented and integrated into the planning and delivery of future initiatives.
- identify emerging needs and aspirations.
- leverage local resources and partnerships to collaboratively respond to local issues that affect young people.
- understand external services and program delivered in our City and identify program delivery gaps to reduce duplication and to focus our actions and priorities.
- identify opportunities for young people to co-design or lead initiatives within their communities.

Community engagement, and a review of the current projects for Young People, will be conducted in early 2023 and an Action Plan will then be developed in mid-2023. The plan will clearly define and guide our short to medium term actions, potential partners, as well as, resource requirements for the next three years (2023-2026).

The review of the current program, as listed above, and the development of the Action Plan may require adapting the 2022-2023 program of projects for Young People in the 2023-2024 financial year. To provide flexibility in adapting the suite of projects, following Council endorsement of the Action Plan, it is recommended to allocate \$65,000 in the 2023-2024 Budget under the broad project heading, Youth Strategy, rather than allocating funds to individual projects.

### PROJECT DELIVERABLES

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

Working with young people and the youth sector, this project will map strategic actions to be delivered in 2023-2024, ensuring the contribution and participation of young people are respected, considered and integrated into our action planning as we collectively work towards achieving the (4) four wellbeing pillars that underpin our CityPlan 2030.

This project will provide greater flexibility to support the strategic delivery of collaborative initiatives that respond to current and emerging needs and aspirations of 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.

Assess the quality and appropriateness of current service delivery, programs and projects for young people.

Understand what young people believe is currently working and ways to improve Council services, projects and programs to ensure future projects and objectives are based on demonstratable community need and shared vision.

Identify opportunities to form new partnerships to attract programs, services or initiatives for young people currently not on offer in our City.

#### Cultural Vitality:

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

Support opportunities for young people to initiate and actively participate in opportunities within their neighbourhood.

#### Economic Prosperity:

A dynamic and thriving centre for business and services.

Cultivate 'active citizenship', to provide opportunities for young people to meaningfully engage with their community and develop civic skills to strengthen and complement practical employment and entrepreneurship skills.

#### Environmental Sustainability:

A leader in environmental sustainability.

Ensure the voice of young people is represented and integrated into planning for the future.

## 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

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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

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Not Applicable

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### 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?*

Without an action plan (operational plan) or an annual review of program delivery, Council will run the risk of not prioritising relevant and specific goals, assigning roles and responsibilities to execute strategic objectives, adequately resourcing or forming partnerships to realise our strategic objectives when working with young people or identify continuous improvement opportunities to move us closer to our CityPlan 2030 vision.

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

If the Council does not develop an action plan to map and implement annual actions to realise the strategic objectives related to young people, 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 budget, it will not be able to deliver the priority actions of the Strategic Action Plan.

### 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 will assist the implementation of objectives of Council's Youth Development Strategy.

- **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?**

Various staff will be involved in the development and delivery of the Strategic Action Plan, including:

- Coordinator Youth Projects
- Arts, Culture & Community Connections Unit Staff
- Library Staff

## 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						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>		
<b>Net Funds Requested (a-b)</b>	<b>65,000</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)

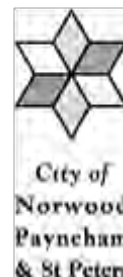
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

2024 Tour Down Under Stage

RESPONSIBLE GENERAL MANAGER:

CEO

PROJECT OWNER:

Manager, Art, Culture and Community Connections

PROJECT MANAGER:

Coordinator, Events and Marketing

## 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 2024 Tour Down Under.

The Tour Down Under, a nationally and internationally recognised cycling event, is held in South Australia during January and comprises a series of races with a start and finish being held in different parts of the State. The start and finish components of each stage of the Tour are changed on a regular basis and the right to host a start or a finish, is strongly contested by councils.

At its meeting held on Monday, 6 January 2023 the Council resolved to submit an Expression of Interest to Events SA to host a Stage of the 2024 Tour Down Under and the Challenge Tour.

### PROJECT DELIVERABLES

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

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 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.

The deliverables for this initiative include but are not limited to:

- engagement with the SATC;
- engagement with local Norwood Parade Precinct Traders;
- the development of a comprehensive marketing campaign across the Council and precinct online channels and in print publications; and
- providing a safe location for the Race to take place.

### 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 staging of an international event such as the Tour Down Under, enables the Council to showcase the City, both locally, nationally and internationally.

### **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.*

### 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.

- **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.*

### Environmental Sustainability:

A leader in environmental sustainability.

The promotion/association with this cycling race helps display road safety and also encourages a environmentally friendly activity.

## RELATIONSHIP TO ORGAINSATONALSTRATEGY

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

#### Culture & change

An engaged and committed workforce that is outcome focussed

#### Not Applicable

#### Capability

**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 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?***

The potential cost if this project didn't proceed would be nil, however the Council has previously hosted twelve (12) start events, with the most recent event held in January 2023 and has also hosted the Challenge Tour as part of the event on seven (7) occasions. If an Expression of Interest is not put forward, the reputation risk of not applying to host this event could have implications of the opportunity to host this Race and it not returning to Norwood in the future.

- **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.

## 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 Monday, 6 January 2023 the Council resolved to submit an Expression of Interest to Events SA to host a Stage of the 2024 Tour Down Under and the Challenge Tour.

This proposal includes the fee to host a stage of the Tour Down Under which would be required to be paid to Events SA should the Council be successful in its bid to host a stage of the event.

## 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 and Marketing 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.

## 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						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>55,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>55,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Claire Betchley  
**COORDINATOR, EVENTS & MARKETING**

15.02.2023

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

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

Supported by

Navian Iseut  
**MANAGER, ARTS, CULTURE & COMMUNITY  
CONNECTIONS**

15.02.2023

\_\_\_\_\_  
(Insert name & title of 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)

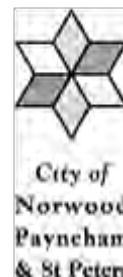
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-24

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Eastside Business Awards

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategy

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 2018, the Council delivered the inaugural Eastside Business Awards in partnership with News Corp Australia. This partnership arrangement continued in 2019 and 2020 and as a result of the Messenger print publication ceasing operation in mid-2020, News Corp Australia were unable to fulfil the editorial and marketing activity that was required to deliver the 2021 program.

As a result, in 2021, the Council partnered with Solstice Media, which includes brands InDaily, SALIFE, CityMag, and InReview. This diverse suite of brands provides the Council and therefore the program, with the flexibility to promote to different markets across all brands and platforms.

The Eastside Business Awards program is specifically 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, venues, professional services and food and beverage manufacturers 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 businesses. The 2022 Eastside Business Awards Program received a record 10,974 votes across eleven (11) categories, up nearly 15% on the 2021 figures.

As outlined above, the Council partnered with Solstice Media in 2022 to deliver the Program within a budget of \$37,000. This included \$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 was allocated to cover the costs associated with hosting the Awards Ceremony where the winners were announced.

A budget of \$40,000 has been endorsed by the Council as a part of the 2022-2023 Budget to deliver the 2023 Eastside Business Awards. The additional \$3,000 (from \$37,000 in 2021 – 2022 to \$40,000 in 2022-2023) covers the rise in catering costs, digital content production and the distribution of printed collateral. It is anticipated that the sponsorship package and other operational costs will not vary significantly in 2024, therefore it is proposed that \$40,000 be allocated to deliver the 2024 Eastside Business Awards.

## 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, InReview) in both print and digital format;
- digital posters, flyers and any livery, which will be organised by Council Staff;
- the website, which will be managed by Solstice Media;
- the creative development of awards for the winning businesses;
- monitoring and facilitation of the nomination/voting processes;
- 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 Awards.

## 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 Awards will assist in acknowledging 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

- **Objective 2.1 An artistic, creative, cultural and visually interesting City.**
  - Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.

The businesses within the cultural and creative sector, play a significant role in contributing to the City's make up and so it is important to recognise and celebrate these businesses. Showing support and celebrating these artists and businesses demonstrates that the Council values the contribution that these businesses make to the community and its overall well-being.

By having a dedicated 'Best Arts & Culture / Entertainment Experience' category reinforces the importance and significance of this sector.

**Economic Prosperity:**

A dynamic and thriving centre for business and services.

- **Objective 3.1 A diverse range of businesses and services.**
  - Strategy 3.1.1 Support and encourage local 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 visitor 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 main street 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, 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 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.*

---

#### 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 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 have had over the last few years, are currently facing, particularly in the hospitality and retail sectors, any support and recognition that the Council can provide to small business, is crucial. Also given that this initiative has been successfully delivered since 2018, 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 designated precincts.

Having committed to the Eastside Business Awards since 2018, and due to the success and positive feedback of the program, there may be a risk that businesses will question the Council if it is decided to not invest in the 2024 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 Eastside Business Awards program will be undertaken by the Council's Economic Development Coordinator with the support from the Event Assistant and managed by the Manager, Economic Development & Strategy 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 managed and delivered by the Council's Events Unit.

## 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	10,000					
<b>Total Funds Requested (b)</b>	<b>40,000</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

Stacey Evreniadis  
**ECONOMIC DEVELOPMENT COORDINATOR**

20.01.23

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

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

Keke Michalos  
**MANAGER. ECONOMIC DEVELOPMENT & STRATEGY**

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

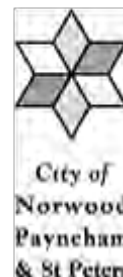
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Food Secrets Ambassador+ event components

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategy

PROJECT MANAGER:

Manager, Economic Development & Strategy

## 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.

Following the completion of the Glynde Corner Project, marketing and promotion initiatives were developed to promote the vast and unique food manufacturing businesses in Glynde. One of the significant initiatives that was delivered by the Council in relation to the food manufacturing sector in Glynde, is the *Food Secrets of Glynde* publication and bus tours, which later transformed to include the suburb of Stepney and the various Cellar Doors across the City.

To complement the development of the publications and monthly bus tours, the Council delivered the *Food Secrets of Glynde* launch event in 2015, followed by the *Taste Glynde* event in 2016 and the *Taste Glynde & Co* event in 2017, as part of Tasting Australia, followed by the Food Secrets at Norwood Green in 2020.

The events included the businesses listed in the *Food Secrets of Glynde and Stepney* publications and involved in the food tours, as well as the Cellar Doors included in the Council's *Eastside Wine & Ale Trail* at the time.

Since the initial launch of the Food Secrets initiative, the Council has had two ambassador, Cheong Liew and Salvatore Pepe. Due to a number of reasons the role has been vacant for a few years.

Appointing a new Ambassador is an opportunity to build on the success of the *Food Secrets* initiative and further promote the cluster of food and beverage manufacturers and cellar door operators within the City.

This proposal is to appoint a well-recognised individual to act as the City's Ambassador as well as run a series of small events (cooking demonstrations) as well as one major event focussing on the food secrets and EWAT businesses.

The food manufacturing sector is an important part of the Council's business community, and therefore a more holistic and strategic approach needs to be considered in order to promote the businesses within this sector more effectively. The focus over the last six (6) months has been predominately on reinstating the much-loved Food Tours, which had to be suspended as a consequence of the Covid Pandemic. However, staff do recognise that in order for this initiative to survive and expand, the Council needs to promote the initiative more broadly and not just to the small number that are participating in the Food Tours.

Some of the actions that are currently being considered include, but are not limited to:

- Forming relationships with industry bodies such as Food South Australia to share and leverage off existing resources and programs;

- Identifying and working with local business operators that currently export or have the ambition to export; and
- Appointing an Ambassador that is well-respected in the food and beverage sector, is influential with a reasonable online following as well as other platforms, and is genuine about promoting local. Recent research has shown that more than 70% of adults now use social media for recipes, cooking ideas and inspiration, with 22% using Facebook and 23% using Instagram specifically.

## PROJECT DELIVERABLES

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

The appointment of an Ambassador who will be required to represent and endorse the food manufacturing businesses within the City (predominately located within Glynde and Stepney) and the EWAT businesses for a period of 12 months.

The Ambassador will be required to promote the food and beverage manufacturing businesses on a number of different platforms and will be required to run numerous cooking demonstrations, host some of the bus tours of the Glynde and Stepney food manufacturing precincts as well as attend the City's major food event and minor events (details still to be determined) during the term of their contract.

Appointing an Ambassador will further reinforce the Council's commitment to the food manufacturing sector and continue to promote the local food and beverage manufacturers as critical not only to the overall success of this City's economy but also the South Australian economy.

## 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

Small businesses and in particular food, wine and local produce are the foundation of this State's economy. Helping to promote local manufacturers, while showcasing the cultural variety of local businesses, will result in brand awareness and overall success for the businesses.

#### **Economic Prosperity:**

A dynamic and thriving centre for business and services.

#### **Objectives:**

- 1. A diverse range of businesses and services.**
  - 1.1 Support and encourage small, specialty, independent and family-owned businesses.**
- 5. A local economy supporting and supported by its community.**
  - 5.2 Support opportunities for people to collaborate and interact in business precincts.**
  - 5.4 Encourage businesses to sponsor local community activities.**
  - 5.5 Support opportunities for the community to access locally sourced food produce.**

The Council has recognised that supporting local businesses is an integral part of building a strong business sector and economy and a strong community.

**Environmental Sustainability:**

A leader in environmental sustainability.

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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

**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?**

Failure to continuously promote the food initiative and the businesses that form part of the Food Secrets and EWAT initiatives will diminish the brand.

- **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?**

Ability to find a suitable Ambassador to represent the brand.

### 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.*

*CityPlan 2030* includes a specific Strategy under the Economic Prosperity pillar in relation to locally produced food and beverage. In recognition of this strategic direction, the *Economic Development Strategy* has identified Food & Beverage Manufacturing as one of the four (4) priority sectors in the City and has outlined the following four (4) actions:

- 1.1.1: Continue to support and promote the Food & Beverage Manufacturing sector;
  - 1.1.2: Continue to host regular bus tours, initiatives and events that showcase the City's food and beverage offering;
  - 1.1.3: Identify and work with local business operators that currently export or have the ambition to export; and
  - 1.1.4 Advocate for the retention of existing zoning to protect the Food & Beverage Manufacturing sector.
- **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?**

Economic Development Unit  
Events and Marketing Unit  
Manager, Communications & Community Relations

## 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 (Ambassador)					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	30,000 (events and marketing)					
<b>Total Funds Requested (b)</b>	<b>40,000</b>					
<b>Net Funds Requested (a-b)</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

\_\_\_\_\_  
**Keke Michalos**  
**Manager, Economic Development & Strategy**

\_\_\_\_\_  
 23 February 2023

Supported by

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

\_\_\_\_\_  
 23 February 2023

### 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)*

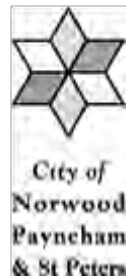
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023/2024

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.*

As part of the Council's 2021/22 budget, the introduction of an Urban Greening Program was endorsed as a trial for residential property owners to have increased support for planting trees and natives on private land to increase, enhance and add value to the overall City's green cover specifically increase canopy, biodiversity and habitat.

In the face of experiencing longer and hotter heatwaves and increased infill development, it will be critical to plan for green cover in backyards, streets and neighbourhoods.

The trial Program directly addresses a number of *CityPlan 2030* greening objectives. The trial program was separated into two (2) incentives (giveaways):

1. Tree Incentive (nursery voucher)
2. Native Plant Giveaway.

The Program has been successful, with high demand and positive feedback received from participants for both incentives. The initial response to the program was extremely high and resulted in an amendment to the budget, requested by Council, to double the original allocation.

The outcomes for the first year (2021/22) were:

- 136 tree vouchers redeemed by property owners (from 240 tree vouchers issued); and
- 1,100 native shrubs and grasses and 100 native trees provided to households (or 200 native plant packs).

During the current financial year (2022/23):

- 240 tree vouchers will be allocated during autumn (March 2023) to be redeemed by 4 June 2023; and
- 450 native shrubs and grasses and 50 native trees were provided to households (83 native plant packs);

To continue to support the number of trees and native plants being planted on private land and given the popularity and feedback received it is recommended that the Council continue the Urban Greening Program for a third year.

The proposed program budget of \$14,500 would fund 150 established trees and 600 native plants to be planted on private property.

Planting on private land will increase tree canopy and compared to the cost to the Council of planting and watering one street tree (\$450), represents good value for money. Furthermore, though this program, the Council is not responsible for on-going maintenance costs.



The Native Plant Giveaway provides a range of plants from ground covers, grasses, shrubs and an option for a medium size tree 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. This also aligns with requirements of the Planning and Design Code where applicants are required to plant trees in association with new dwellings. Promotion will be extended to planning applicants, to align with this new requirement of the planning system.

## PROJECT DELIVERABLES

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

The parameters of the Tree Incentive voucher program would remain unchanged and administered on a 'first come; first served' basis, with the proviso of offering to those applicants, held in our records, that missed out in the last year of the program.

A promotional campaign about the benefit and importance of trees and canopy cover on private property will be undertaken 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).

The Native Plant Giveaway will be held outside of the Sustainable Garden Awards (as this event is biennial) but still in time for September. Residents will be able 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 seedlings (randomly selected except if they nominate to have a tree included), species list, native garden design / guide booklet. Plant packs will be provided to 100 residential properties.

The Urban Greening Program will be promoted in the Council's newsletter, Look East (if timing allows) on the Council's website, via social media, at Council facilities, and street posters. Other opportunities to promote the event will also be explored (e.g. on Development Application notices, through Resilient East and community groups).

By providing free native seedlings and vouchers towards juvenile trees promoting the benefits of green cover, canopy, biodiversity and drought tolerant species, the program will lift the Council's profile as a supporter of sustainable biodiverse and green gardens and as a progressive Council.

## 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.*

4.2.4 Protect, diversify and increase green cover

4.3.2 Revegetate designated areas with local native species where appropriate

4.3.3 Encourage green cover on private land

4.2.4 Facilitate community participation in revegetation programs, and gardening programs where appropriate

### 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 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 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

#### **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?**

This 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: Moderate

Risk: Substantial (14)

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

Having conducted this program in 2021/22 and 2022/23, there is very low risk that the program will not be well received.

The 2021/22 and 2022/23 Tree Incentive program and Native Plant Giveaway demonstrated to the community that the Council is being proactive in responding to data and community desire to increase canopy cover and greening within the City.

There is also a risk that the Council experiences low take up rates in residents registering for the Tree Incentive and Native Plant Giveaway. But given even higher expected participation levels in the initial year and continued participation in the following year, it is reasonable to assume high level of participation. Budget has been adjusted to reflect actual take up from vouchers issued.

#### **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.*

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.

*CityPlan 2030* 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".

In addition, this Program would assist the Council in achieving the Strategic Outcomes identified in the *Tree Strategy 2022-2027*, specifically Action at 5.1.1 Continue to deliver a range of Urban Greening (education and incentive) Programs.

- **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 – Sustainability Officer and Manager, Urban Planning & Sustainability

- **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; Citizens Service team will assist with directing / providing property owners with information and or vouchers for the Tree Incentive; City arborist will assist with the nurseries with a range of trees and providing/reviewing information regarding suitable tree species; and Events Management, 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	\$14,500					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	\$14,500					
<b>Net Funds Requested (a-b)</b>	\$14,500					
<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  
(Insert name & title of Project Owner)

6 February 2023  
(Date)

Supported by

General Manager, Urban Planning & Environment

14 February 2023



### 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)

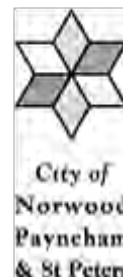
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2022-2023

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 2023-2024 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 11 years ago. Since then a number of prioritised upgrades have been implemented to ensure the website:

- aligns with outcomes of CityPlan 2030
- is responsive to online trends and new technology
- provides customer-focussed online services
- meets community expectations.

The 2023-2024 Project will focus on increasing responsive online tools and services via the website, to better service and engage with our citizens, businesses and visitors.

Website and server security will also be a focus with continued work undertaken to safeguard the website against cyber attacks and security breaches.

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.

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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"

---



## 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>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF

Julie Adair-Cullen

*(Insert name & title of Project Owner)*

15 February 2023

*(Date)*

Supported by

Lisa Mara

General Manager, Governance & Civic Affairs

*(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: 2023 - 2024

TYPE OF FUNDING REQUEST: ☒ MINOR ☐ MAJOR

PROJECT NAME:

Purchase & Set Up of OCR Hardware & Software

RESPONSIBLE GENERAL  
MANAGER:

General Manager, Governance & Civic Affairs

PROJECT OWNER:

Coordinator, Corporate Records

PROJECT MANAGER:

Manager, Information Services

## 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 March 2020, the Council's Electronic Document Management System (Objective) was implemented, which involved the digitisation of all Corporate Records from that time on. Prior to the implementation of the electronic records management system, Corporate Records and Development Assessment files were managed via a paper-based system. The majority of these Corporate Records remain in hard copy form, with a number of files stored off site at a State Records approved storage facility.

Hard copy files are retrieved from the off-site storage facility when required by staff.

In respect to the Development Applications, the City of Norwood Payneham & St Peters Development Applications from 1997 to 2014 (32,200 files), are stored at the off-site storage facility, together with Development Applications which relate to the previous amalgamated Councils, namely Kensington & Norwood (7000 files), Payneham (8640 files), & St Peters (7440 files), from 1970 to 1997.

Currently between 5 and 8 requests are received by the Council's Corporate Records staff for the retrieval of files each week. The majority of these requests relate to Development Applications.

The Corporate Records Unit digitises the records when requested.

The Corporate Records Unit currently has one (1) scanner for digitising Corporate Records. This scanner is used to digitise all incoming Corporate Records on a daily basis and therefore the purchase of an additional scanner will provide an additional resource for staff to transition hard copy records to the electronic management system. Increasing the ability to undertake digitisation of Corporate Records will improve business processes and costs associated with the retrieval of off-site records.

### PROJECT DELIVERABLES

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

The purchase of an additional OCR hardware scanner to manage Corporate Records.

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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.*

---

**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

Not Applicable

#### Capability

Enabling Organisational capability and capacity through "Our People"

The purchase and set up of an additional OCR hardware scanner will ensure that the greatest value is derived from the Council's Electronic Document Management System, Objective.

The demand for historic Development Application information and property files has increased which results in longer waiting periods for the end user to receive the hard copy document from the Council's off-site storage facility.

OCR (Optical Character Recognition) is needed for searchable text which is a requirement of the electronic records system.

#### 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?*

Without the additional purchase and set up of the OCR hardware scanner, staff will continue to have long wait times for access to files, which for current Development Applications can impact the assessment of Development Applications within the legislative timeframes and service standards to the community.

An additional risk is that late or delayed retrieval of documents may result in Council officers making uninformed (or not fully informed) decisions.

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

On the basis of the Risk Assessment Matrix the risks are rated at Medium (Possible – Moderate)

- *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?*

Information Services & Corporate Records staff

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

No resources will be required 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**

	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						
OCR Hardware	25,000					
OCR Software	3,000					
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>	<b>28,000</b>					
<b>Net Funds Requested (a-b)</b>	<b>28,000</b>					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

A breakdown of the cost estimate to deliver the purchase and set up of an additional OCR hardware scanner is provided as follows:

• OCR Hardware	25,000
• OCR Software	3,000
<b>Total</b>	<b><u>\$28,000</u></b>



**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

Antonietta Spiniello  
Coordinator, Corporate Records

23.2.2023.

(Date)

Supported by



Lisa Mara  
General Manager, Governance & Civic Affairs

23.2.2023

(Date)

**3. EXECUTIVE MANAGEMENT GROUP REVIEW**

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

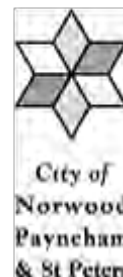
☐

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: Purchase of Trailer Mounted Speed Radar and Data Collection Device.

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 purchase a **Trailer Mounted Speed Radar and Data Collection Device**. The predominant use for this device would be on roads where high speeds have been identified to provide motorist awareness of their speed and collect real-time traffic data. This is a low-cost option to be able to respond to a citizen concern and improve road safety within a short timeframe. It could be located at any Council road where speeding occurs and at Schools where traffic is not adhering to the 25km/h School Zone speed limit.

This device:

- displays a specific message to suit the location - the messages are programmed by the Council and examples include; 'SCHOOL ZONE 25KM/H', '40KM/H AREA', 'WATCH YOUR SPEED', or 'THANKYOU'.
- displays vehicle speed to educate motorists, (except if more than 5km higher than the posted speed – to avoid potential misuse);
- displays green smiley face if travelling at the right speed, or red sad face if travelling too fast;
- can be programmed with variable speeds throughout the day if required (e.g., to suit School Zone operating times);
- collects traffic speed and volume data in two directions;
- can record number plates to enable reporting of frequent offenders to SAPOL;
- has 4G connectivity to allow monitoring from the office;
- is Smart technology providing a wide variety of data analysis to be undertaken;
- is solar-powered;
- is mounted on a trailer and so can easily be moved by Depot staff; and
- could also be used to reinforce reduced speed at roadworks or Events.

The funding submission includes all costs associated with installation, setup and training. Other costs include trailer registration and yearly remote access fees which are minimal and would be covered by the Traffic & Integrated Transport recurring operational budget.

## PROJECT DELIVERABLES

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

The outputs would include:

- Safer streets;
- motorist education;
- short-term response to citizen's concerns;
- high quality real-time data analysis of traffic speed and volumes; and
- high quality data to inform decisions.

## RELATIONSHIP TO CITYPLAN 2030

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

Safer streets create a better balance between traffic flow and safety, thereby improving community well-being. Research shows that slower 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.

## 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 allocation of funding would demonstrate to the community that the Council is committed to responding to citizen concerns in a timely manner.

#### Capability

Enabling Organisational capability and capacity through "Our People"

The delivery of the actions requires organisational capability between Council Departments with Traffic & Integrated Transport staff and Urban Services 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 speeding concerns are not addressed resulting in a safety risk, particularly for vulnerable road users such as School Children, pedestrians and cyclists; and
- reputational risk to the Council because the safety concerns of citizens are not addressed quickly

and it could be perceived that community concerns are not taken seriously by the Council.

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

People Safety:

Likelihood: Possible

Consequence: Major

Risk: High (7)

Council Reputation:

Likelihood: Possible

Consequence: Moderate

Risk: Substantial

- **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 device will improve the response to citizen requests, to enable immediate responses to traffic speeding concerns. It would also act as a supplementary short-term traffic management device, while longer-term investigations and designs are being undertaken.

- **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 will be delivered by the Traffic & Integrated Transport staff.

## 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	17,450					
• Consultation Costs						
• Other Operational Delivery Costs (initial setup & installation)						
<b>Total Funds Requested (b)</b>	<b>\$17,450</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

\_\_\_\_\_  
 Gayle Buckby  
 Manager, Traffic & Integrated Transport

\_\_\_\_\_  
 14 February 2023

Supported by

\_\_\_\_\_  


\_\_\_\_\_  
 14 February 2023

\_\_\_\_\_  
 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)

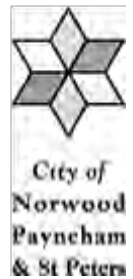
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023/2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Additional Resources – Regulatory Services Unit:  
Compliance Officer, Parking and General Compliance Officer

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.*

The Council's Regulatory Services Unit provides a range of services to citizens and the community generally including, but not limited to:

- parking compliance duties of timed zones, no stopping zones, bike lanes, etc;
- implementation of the Council's On-street Parking Policy;
- monitoring and management of abandoned vehicles;
- parking expiation processing and expiation appeals;
- processing of residential and visitor parking permits and renewals;
- assessment of new parking control sign and line requests;
- temporary parking controls for events;
- animal management including dog attacks, collection of dogs wandering at large, barking dogs, transporting of dogs to pounds and dog registrations;
- litter compliance including dumping of hard rubbish;
- flammable growth (overgrown vegetation) property checks and enforcement;
- educating smokers who smoke within the Smoke Free area of The Parade;
- liaison with unauthorised campers and buskers;
- enforcement of outdoor trading licences; and
- assisting planning staff to investigate breaches of the *Local Nuisance & Litter Control act 2016*.

Over the past year, Regulatory Services Officers have issued 10,600 expiation notices, 487 residential parking permits, 591 visitor parking permits, completed inspections of 216 properties for flammable growth, investigated 326 abandoned vehicles and 98 barking dog complaints. In addition, the unit investigated 29 dog attacks and impounded 33 dogs. Each dog attack complaint takes between 2 and 6 hours to undertake preliminary investigations. Impounding a dog typically takes up half an Officer's day, comprising of collecting and impounding the dog, finding ownership details and contacting the owners.

The Council's Regulatory Services function is broad ranging and consumes a significant amount of staff resources. The scope of implementing the Council's On-street Parking Policy, combined with the need to address parking, animal management and safety related complaints in a timely manner and the need to enforce compliance with an ever-increasing array of legislative requirements and Council initiatives, such as the *Local Nuisance & Litter Control act 2016*, introduction of smoke free zones and live music and outdoor trading policies, has been carefully analysed and it is clear that additional human resources are required to assist in the delivery of the Council's Regulatory Services function in an efficient and effective manner. The current resource allocation is insufficient due in part because of the resource needed to deal with citizen complaints, of which five to ten new complaints are received daily.

As some of the current regulatory services provided seek to address long-standing and or often contentious and complex issues, it is difficult to judge the length of time that may be required for additional human resources. For example, investigations of dog attacks, barking dogs, abandoned vehicles, parking expiation appeals or changes to existing parking controls, can often be straightforward, but when these are time consuming, any one complaint can take an officer 'offline' for days or weeks and in a small unit, when a human resource is unavailable it has significant flow on effects and impedes the unit's ability to provide a timely effective service.

The current resourcing shortfall relates to the unit's capacity to provide effective monitoring and enforcement of parking matters across the City, particularly during morning and afternoon peak periods and school zones, the capacity to implement the Council's On-street Parking Policy, which needs to be undertaken on a precinct wide basis to ensure that any changes that are proposed and implemented in one or two streets does not shift the problem to adjacent streets and the capacity to effectively manage animal related complaints, abandoned vehicles and residential parking permits. The resourcing shortfall often results in the inability to service requests from citizens in timely manner and as some of those issues relate to safety matters, this is considered to present an unacceptable risk to the Council and community. Given the specialised nature of the regulatory roles, the resourcing shortfall is periodically worsened when the Team Leader or Senior Compliance Officer take leave, are absent or need to attend training or Court proceedings, as much of their workload cannot be referred to other Council staff.

The current Regulatory Services unit includes five staff, comprising the Team Leader, Regulatory Services, a Senior Compliance Officer, two (2) Compliance Officers, Parking and 1.2 FTE Administration Officers. A comparison of Regulatory Services units at three (3) similar sized councils is set out below:

<b>City of Unley</b>	
Population: 39416	
Manager	1
Team Leader	1
Senior Compliance Officer	1
General Compliance Officer	1
Parking Officers	3
Administration Officers	2
Permit Officers	0.8FTE
Vehicles	5
Parking Control changes Not carried out by Regulatory Services.	

<b>City of Holdfast Bay</b>	
Population: 37784	
Manager	1
Senior Compliance Officer	1
General Compliance Officer	1 (These officers are all General Compliance Officers who rotate through the roles every 3 months)
Parking Officers	2 (These officers are all General Compliance Officers who rotate through the roles every 3 months)
Administration Officers	2.5
Vehicles	4
Parking Control changes Not carried out by Regulatory Services.	



City of Burnside	
Population: 46127	
Manager	1
Team Leader	1
Senior Compliance Officer	1
General Compliance Officer	2 business hours, 2 after hours
Parking Officers	1
Administration Officers	1.8
Vehicles	4
Parking Control changes Not carried out by Regulatory Services.	

By comparison, the City of Unley has an additional 4.8 FTE, the City of Holdfast Bay has an additional 2.5 FTE and the City of Burnside has an additional 4.8 FTE in the equivalent Units, serving similar resident populations. The Regulatory Services staff at all three of the other councils do not investigate nor implement parking control changes. This task is managed by Traffic Engineering staff at the three benchmarked councils. Whilst it is considered prudent to be cautious when comparing resource levels with equivalent size councils, as amongst other things, organisational structures differ and some councils may therefore have excessive resources to provide equivalent functions, given the specialised nature of regulatory functions and the fact that the outputs tend to be of a very similar nature at most councils, the comparison of resources in this instance is considered to provide a useful comparison to highlight the resourcing shortfall to provide effective and timely services to our community which is of a comparable size to the Cities of Burnside, Holdfast Bay and Unley.

### ***Compliance Officer, Parking***

The employment of a third Compliance Officer, Parking, will allow for increased patrolling of school zone, increased patrols of parking complaint 'hot spots', increased patrols of densely parked areas such as Kent Town and Norwood West, increased patrols of The Parade including The Parade West, additional presence in the community to monitor compliance with by-laws and additional capacity to observe animal compliance issues.

There are sixteen (16) schools in this City. Employing an additional Compliance Officer, Parking, will ensure that each school zone can be patrolled every eight (8) days as opposed to the current rotation in which each school zone is patrolled only every sixteen (16) days. In addition, the employment of a third Compliance Officer, Parking, will provide increased resourcing capacity to ensure proactive policing of parking controls, whereas currently on some days, the parking officer's work day is almost completely taken up with actioning parking complaints, which does not allow for any proactive parking patrols on those days. It is considered that if the Council increases the extent to which it proactively polices more parking zones across the City, that this is likely to result in a commensurate reduction in parking complaints for those areas and assist with responding to parking complaints in a timely manner. The provision of an additional Compliance Officer, Parking, will also allow for better coverage of staff to enable uninterrupted continuation of service during periods of annual and sick leave.

### ***Compliance Officer, Regulatory Services***

The employment of a General Compliance Officer would provide greater capacity to effectively service animal management complaints (barking dogs, dog pick-ups including taking the dog to impound facility), proactively patrol off-leash parks and the River Torrens Linear Park trails, investigate abandoned vehicle complaints, some littering including hard rubbish dumping, some residential parking permit site inspections and some parking control changes. In turn, this would enable the Senior Compliance Officer to focus on escalated dog attack complaints, effecting parking control changes, litter compliance and proactive education, liaison with illegal campers, a-frame sign compliance, processing of expiations and coverage for parking related complaints when Compliance Officers, Parking are ill or on leave.

The additional resource will also free up more time for the Team Leader, Regulatory Services to implement the Council's On-street Parking Policy, handle expiation and parking zone enquiries and implementing system and process improvements.

### ***Revenue Projections & Costs***

The provision of a third Compliance Officer, Parking will generate additional revenue, which will offset the cost of the proposed additional resources.

In June 2022, a Compliance Officer, Parking contractor was engaged for a three (3) week period to trial the impact of having three (3) Parking Officers operating concurrently across the City and to assess the extent of additional revenue that this would generate. The contractor undertook parking patrols in Maylands, Norwood, Stepney, Hackney and College Park.

Having regard to the results of the trial and applying the staff member's knowledge of the City and having regard to the types and values of expiations that would likely be issued, the following revenue projections from employing a third Compliance Officer, Parking are set out below.

<b>TABLE 1: REVENUE PROJECTIONS – THIRD COMPLIANCE OFFICER, PARKING</b>	
<b>Number of expiations issued per week</b>	125
<b>Number of weeks per year</b>	46
<b>Average revenue per expiation notice</b>	\$75
<b>Total Projected Revenue before expiation appeals</b>	\$431,250
<b>Percentage and value of revenue lost from waived expiations</b>	\$43,125 (10%)
<b>Total Projected Additional Revenue per annum</b>	<b>\$388,125</b>

The projected total annual cost for a Level 2, Compliance Officer, Parking is approximately \$83,000, including salary and employee on-costs.

The projected total annual cost for a Level 3, General Compliance Officer is approximately \$92,000, including salary and employee on-costs.

Given the nature of Regulatory Services functions, which includes regular patrolling across the City, the employment of two additional Regulatory Services Officers will require additional vehicles to enable the Compliance Officers to effectively and efficiently carry out their duties. The projected cost of leasing two dedicated vehicles (Toyota Yaris') is \$15,000 per annum.

The issuing of a greater number of Expiation Notices is likely to result in an additional 20 expiation notice appeals per week being received and this will have an impact on administrative resources. However, it is proposed to absorb the additional workload within existing administrative resources. One reason for this is that a recent system improvement has resulted in the processing of expiation appeals of a 'trifling' nature being transferred to Citizen Services staff and this has provided the Regulatory Services Administrative staff with some additional capacity to absorb any additional workload which is generated by the third Compliance Officer, Parking. Additional administrative support can also be provided by the Executive Assistant, Urban Planning & Environment should the need arise.

The employment of additional Regulatory Services staff would also result in some other minor costs for additional equipment such as printers, safety equipment and training and this is projected at approximately \$10,000 per annum.

The total projected cost of the additional resources is set out below:

<b>TABLE 2: ANNUAL COST PROJECTIONS – THIRD COMPLIANCE OFFICER, PARKING &amp; GENERAL COMPLIANCE OFFICER</b>	
<b>Level 2, Compliance Officer, Parking (including on-costs)</b>	\$83,000
<b>Level 3, General Compliance Officer (including on-costs)</b>	\$92,000
<b>Vehicle Lease (Toyota Yaris)</b>	\$15,000
<b>Additional Administrative Costs</b>	\$0
<b>Equipment &amp; Training</b>	\$10,000
<b>Total Projected Cost per annum</b>	<b>\$200,000</b>

Based on the revenue and cost projections set out above, it is clear that the employment of two additional Regulatory Service Officers and associated on-costs, would be entirely offset by the projected additional revenue that would be generated by employing a third Compliance Officer, Parking. In fact, the projected costs would be entirely offset if the third Compliance Officer, Parking, only issued around half (65) of the projected additional Expiation Notices.

## PROJECT DELIVERABLES

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

The outputs to be delivered include addressing and resolving outstanding parking, animal management and safety issues across the City in a timely manner and increased patrolling of parking time limit controls, school zones and clearways. The value of allocating additional resources to the Regulatory Services unit to address parking, safety and animal management issues is that our service standard in this space will improve and this in turn will contribute to positive community well-being.

## 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.

Increased monitoring and enforcement of parking, animal management and safety matters will assist to keep the City's streets, parks and reserves accessible and pedestrian friendly.

#### 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.

Increased monitoring and enforcement of parking time limit controls, a-frame signs, outdoor trading and busking adjacent retail and commercial precincts will provide greater turn-over of parking spaces which in turn will provide greater accessibility to local businesses and services.

#### 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

The provision of additional resources within the Regulatory Services team will provide the team with greater capacity to focus on community well-being.

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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

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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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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?***

The key risk of not employing additional resources for the Regulatory Services Unit is that reasonable service standards and community expectations regarding responsiveness to parking, animal management and safety complaints will not be met. The impact of this is potentially extreme if resourcing limits result in a safety related matter escalating to injury or death.

An additional risk to the Council is reputational damage and diminished citizen confidence in the Council's ability to fulfil its Regulatory Service function. The impact of this may be reflected in increased complaints and escalated complaints to the Minister for Local Government or the Ombudsman SA.

A third key risk is that existing staff within the Unit could 'burn out' or move on to other employment due to feeling undervalued and being under-resourced to deliver on expected standards. The impact of this is that the Council may lose experienced staff and this will further reduce the short to medium term capacity for the Unit to meet its service standards.

All of key risks can be mitigated through the allocation of the additional resources requested in this submission.

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

The risks associated with not having sufficient resources in the Regulatory Services team are considered extreme (5).

- ***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?**

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- ***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.

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#### **RESOURCING IMPLICATIONS**

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##### **RESOURCES**

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

Organisational Development Staff as well as the General Manager, Urban Planning & Environment and Team Leader, Regulatory Services will be involved in the recruitment process.

- ***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>						
• Salary Costs	175000	175000	175000	175000	175000	175000
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases	10,000	10,000	10,000	10,000	10,000	10,000
• Consultation Costs						
• Other Operational Delivery Costs (vehicle lease)	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total Funds Requested (b)</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Net Funds Requested (a-b)</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials (additional projected revenue)	388,000	388,000	388,000	388,000	388,000	388,000
<b>Potential on-going Savings</b>						

## APPROVALS

### 1. FUNDING SUBMISSION GENERATED BY STAFF



16 February 2023

*Carlos Buzzetti*  
General Manager, Urban Planning & Environment

Supported by

*Mario Barone (PSM)*  
Chief Executive Officer

16 February 2023

### 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)

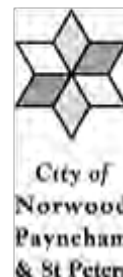
### 3. EXECUTIVE MANAGEMENT GROUP REVIEW

**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: 2023-2024

TYPE OF FUNDING REQUEST: ☐ MINOR ☒ MAJOR

PROJECT NAME:

Additional Staff Resources

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Chief Executive Officer

PROJECT MANAGER:

Chief Executive 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.*

As previously advised at a recent Council meeting, a review of the Salary & Wages Budget has been undertaken, with a view to ensuring that it is up-to-date and to identify any savings and/or changes to assist with the proposal to fund additional resources in areas which have been identified as either deficient in resources or areas which are not currently resourced and which require resources.

The review, together with the re-structure which was implemented in 2022, has identified that the following additional resources are required:

- **Procurement Specialist - \$110,000 (excluding on-costs)**  
Unlike most Councils, this Council does not employ a Procurement Specialist. This results in project delivery staff undertaking all of the procurement tasks in addition to the delivery of the projects. A Procurement Specialist is proposed to be employed to coordinate procurement across the organisation. Given the complexities of procurement, funding of this position will, in addition to coordinating procurement, could result in savings where procurement is undertaken.
- **Events Coordinator - \$30,000 (excluding on-costs)**  
Currently the Council employs 1.6 FTE. Given the current and projected workload, it is proposed to increase the capacity by 0.4 FTE.
- **Administrative Assistant - \$50,000 (excluding on-costs)**  
Currently, all of the HR functions, including administration, is undertaken by professional HR staff. To assist with the administration of current and projected complex work which is developing in the HR sector, it is proposed to employ a 0.6 FTE Administrative Assistant.
- **Corporate Planner/Project Officer - \$110,000 (excluding on-costs)**  
There is a need to undertake further work to link the Strategic Plan to the LTFP and Budget and to develop a Corporate Plan which links and integrates these documents. This will assist both with the budgeting, scheduling and delivery of projects and will allow the Council and the organisation, to better manage its project delivery, initiatives and finances. The Corporate Planner/Project Officer will also assist in the preparation of Corporate Reporting to the Council and the community.



- **Project Officer (City Projects) - \$115,000 (excluding on-costs)**

As Elected Members are aware, the City Projects Unit is significantly under-resourced, given its current and projected workload over the next 5-7 years. As such, it is proposed to employ an additional resource to assist with the planning and delivery of Capital Projects.

- **General Manager, Community Development - \$192,500 (excluding on-costs)**

As part of the re-structure that was implemented in 2022, the new Arts, Culture & Community Connections Unit was established. This involved the employment of the Manager, Arts, Culture & Community Development and the aggregations of functions such as arts, youth, cultural heritage, etc. This Unit currently reports directly to the Chief Executive Officer as an interim arrangement for around 12 months (ending July 2023).

The Arts, Culture & Community Connections Unit is now fully resourced and functioning and as set out as part of the 2022 re-structure, a new Department would be established and headed by a General Manager.

As part of the review that was undertaken following the resignation of the General Manager, Corporate & Community Services, the new Arts, Culture & Community Connections Department (or similar) will ostensibly replace the Corporate & Community Services Department. In this respect, the functions which were contained in the Corporate & Community Services Department, have been re-distributed across the organisation to allow the new Arts, Culture & Community Connections Department to be established.

- **Principal Finance Officer and Finance Business Partner - \$270,000 (excluding on-costs)**

As Elected Members will recall, following a review of the Corporate & Community Services Department in December 2022, a separate new Finance Unit was established which will report directly to the Chief Executive Officer.

This Unit will be managed by a Principal Finance Officer – effectively replacing the former General Manager position.

In addition, it is proposed to appoint a Finance Business Partner who essentially replaces the Manager, Finance position – who also resigned late last year.

In respect to costs, the review of the Salaries & Wages Budget has identified that a total of \$587,795 (excluding on-costs and \$693,598 with on-costs) is available to assist with funding of the new resources. This includes salaries which are currently allocated to the positions of former General Manager, Corporate & Community Services, Manager, Finance and the Project Manager, Information Communications & Technology Solutions (no longer required).

The net cost of the additional resources is \$896,000 (with on-costs the total is \$1,057,280).

The net cost therefore of the additional resources is \$308,205 (excluding on-costs) or \$363,682 (including on-costs).

## PROJECT DELIVERABLES

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

The additional staff resources will allow the organisation to assign resources to areas of need which in turn will contribute to areas of project delivery, finance, events and HR.

## 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 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"

Engagement of the additional resources will allow the Council to continue its progress towards the new structure that was implemented in 2022 as well as ensuring that the organisation is better resourced to deliver the Council's expectations in respect to increased capability and performance.

**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?***

The risk of not providing the additional resources as requested is that the organisation will continue to be under-resourced and this in turn will have ongoing impacts on the organisational performance and capability. In short, the organisation cannot continue to deliver the Council's agenda and satisfy community expectations without additional resources.

- ***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

No

- ***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?***

Recruitment of the new positions will be undertaken either in-house staff or through recruitment consultants.

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

Not Applicable

## 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>						
• Staff costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>						
<b>Net Funds Requested (a-b)</b>	\$363,682 (including on-costs and ongoing except where positions are offered on a fixed-term contract basis)					
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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

Supported by

Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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

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

**THIS PROJECT HAS BEEN INITIATED BY:**

Not Applicable

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

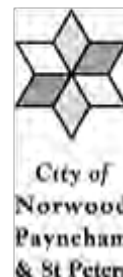
☐ Renewal expenditure  
☐ New or Upgrade expenditure

**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:

Human Resources Information System

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Chief Executive Officer

PROJECT MANAGER:

Chief Executive 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 a Human Resources Information System (HRIS) is to automate and streamline end-to-end human resource management including functions such as recruitment, onboarding, training & development and performance management. An HRIS is designed to provide employees and managers with a centralised, online and streamlined service that combines a number of systems and processes, as well as securely stores all employee data.

### PROJECT DELIVERABLES

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

Through adopting a digitised system that automates manual processes, it enables the Council to better support its diverse workforce and tailor recruitment, onboarding, retention and succession planning strategies to suit each Unit's requirements whilst aligning them to achieve the Council's Vision and goals.

An HRIS will improve the Council's people management processes and improve the support that is provided to staff through every stage of their employment. It will also ensure data accuracy and security, as well as save the organisation time, money and resources.

### 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

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?*

Having an electronic integrated HR System will progress the organisation from a paper-based system. This will result in greater administrative efficiencies and better management of HR records and processes.

- *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?*

No, however, the new Administration Assistant (HR) will have responsibility for administrative tasks associated with the HR System.

- *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						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
<b>Total Funds Requested (b)</b>		<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$35,000</b>
<b>Net Funds Requested (a-b)</b>		<b>\$35,000</b>				
<b>Ongoing Operational Savings</b>						
• Labour						
• Contractors/materials						
<b>Potential on-going Savings</b>						

**APPROVALS****1. FUNDING SUBMISSION GENERATED BY STAFF**

\_\_\_\_\_  
Mario Barone  
**CHIEF EXECUTIVE OFFICER**

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

## 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
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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
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## 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 \$
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External Funding Sources						
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• Other						
<b>Estimate of External Funding Sources</b>						
Capital Funds Requested						
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• Upgrade						
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<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>						

# Attachment D

## Draft 2023-2024 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**



Statement of Comprehensive Income for the year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Income</b>					
Rates	41,792	39,921	37,938	36,288	36,181
Statutory charges	2,100	2,007	2,003	1,751	1,595
User charges	3,837	3,738	3,561	3,506	3,408
Grants, subsidies and contributions	2,655	3,008	3,433	2,921	2,959
Investment income	120	46	24	19	88
Other income	491	498	848	771	1,146
Net loss joint ventures & associates	-	21	122	217	28
<b>Total Income</b>	<b>50,995</b>	<b>49,238</b>	<b>47,930</b>	<b>45,473</b>	<b>45,406</b>
<b>Expenses</b>					
Employee costs	17,789	16,083	14,126	14,448	14,050
Materials, contracts & other expenses	20,430	19,999	19,832	19,165	18,937
Finance costs	456	872	346	454	405
Depreciation, amortisation & impairment	12,462	11,159	10,766	9,968	9,503
Net loss Joint Ventures & Associates	-	262	214	327	515
<b>Total Expenses</b>	<b>51,137</b>	<b>48,374</b>	<b>45,284</b>	<b>44,363</b>	<b>43,411</b>
<b>Operating Surplus (Deficit)</b>	<b>(142)</b>	<b>863</b>	<b>2,645</b>	<b>1,110</b>	<b>1,995</b>
Net gain (loss) on disposal or revaluation of assets	25	25	(2,371)	(1,145)	(1,529)
Amounts specifically for new or upgraded assets	10,147	3,625	2,341	3,303	1,125
Physical resources received free of charge	-	-	-	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-
<b>Net Surplus (Deficit) transferred to Equity Statement</b>	<b>10,031</b>	<b>4,513</b>	<b>2,615</b>	<b>3,268</b>	<b>1,590</b>
Other Comprehensive Income					
Changes in revaluation Surplus- infrastructure, property, plant & equipment	7,244	33,600	34,462	12,046	3,542
Share of Other comprehensive Income - joint ventures and associates	-	-	(5)	5	13
<b>Total Other Comprehensive Income</b>	<b>7,244</b>	<b>33,600</b>	<b>34,457</b>	<b>12,051</b>	<b>3,555</b>
<b>Total comprehensive Income</b>	<b>17,275</b>	<b>38,113</b>	<b>37,072</b>	<b>15,320</b>	<b>5,145</b>

Pursuant to S123 (10)(b) of the *Local Government Act 1999* and Clause 7 of the *Local Government (Financial Management) Regulations 2011*, as detailed in the Statement of Comprehensive Income, the projected Operating Income (\$50.795m) is sufficient to meet the projected Operating Expenditure (\$50.773m) for the 2023-2024 Financial Year.

Statement of Financial Position as at 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Assets</b>					
<b>Current Assets</b>					
Cash and cash equivalents	(621)	(670)	11,393	7,071	9,177
Trade & other receivables	3,006	2,961	2,675	3,699	2,889
<b>Total Current Assets</b>	<b>2,385</b>	<b>2,291</b>	<b>14,068</b>	<b>10,770</b>	<b>12,067</b>
<b>Non-current Assets</b>					
Financial Assets	104	104	113	104	105
Equity accounted investments in Council businesses	2,870	2,589	1,931	2,207	2,463
Infrastructure, Property, Plant & Equipment	643,480	593,642	543,710	507,904	476,469
Other Non-current Assets	-	-	4,324	2,509	17,891
<b>Total Non-current Assets</b>	<b>646,454</b>	<b>596,335</b>	<b>550,078</b>	<b>512,725</b>	<b>496,929</b>
<b>Total Assets</b>	<b>648,839</b>	<b>598,627</b>	<b>564,146</b>	<b>523,495</b>	<b>508,995</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Trade & Other Payables	7,774	6,570	13,028	8,004	7,310
Borrowings	989	946	1,021	972	1,651
Short-term Provisions	2,991	2,972	3,004	3,326	3,135
Other Current Liabilities					
Liabilities relating to Non-current Assets held for Sale					
<b>Total Current Liabilities</b>	<b>11,754</b>	<b>10,488</b>	<b>17,053</b>	<b>12,302</b>	<b>12,095</b>
<b>Non-current Liabilities</b>					
Trade & Other Payables					
Long-term Borrowings	40,476	8,819	8,527	9,392	10,357
Long-term Provisions	1,217	1,202	1,280	1,328	1,160
Liability - Equity accounted Council Businesses	1,720	1,720	904	1,164	1,397
<b>Total Non-current Liabilities</b>	<b>43,413</b>	<b>11,741</b>	<b>10,712</b>	<b>11,884</b>	<b>12,913</b>
<b>Total Liabilities</b>	<b>55,167</b>	<b>22,229</b>	<b>27,764</b>	<b>24,186</b>	<b>25,008</b>
<b>Net Assets</b>	<b>593,672</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>
<b>Equity</b>					
Accumulated Surplus	79,155	69,125	62,709	60,099	56,825
Asset Revaluation Reserve	514,516	507,273	473,673	439,210	427,162
<b>Total Equity</b>	<b>593,672</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>

Statement of Changes in Equity for the year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Accumulated Surplus</b>					
Balance at end of previous reporting period	69,125	64,612	60,099	56,825	55,222
Net Surplus/ (Deficit) for year	10,031	4,513	2,615	3,268	1,590
Other comprehensive Income	-	-	(5)	5	13
<b>Balance at end of period</b>	<b>79,155</b>	<b>69,125</b>	<b>62,709</b>	<b>60,099</b>	<b>56,825</b>
<b>Asset Revaluation Reserve</b>					
Balance at end of previous reporting period	507,273	473,673	439,210	427,162	423,620
Gain on revaluation of infrastructure, property, plant & equipment	7,244	33,600	34,462	12,046	3,542
<b>Balance at end of period</b>	<b>514,516</b>	<b>507,273</b>	<b>473,673</b>	<b>439,210</b>	<b>427,162</b>
<b>Total Equity at end of reporting period</b>	<b>593,672</b>	<b>576,398</b>	<b>536,382</b>	<b>499,308</b>	<b>483,987</b>

Statement of Cash Flow for the year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
<b>Cash Flow from Operating Activities</b>					
<u>Receipts</u>					
Rates - general & other	41,792	39,759	37,859	36,672	36,107
Fees & other charges	2,100	2,007	2,010	1,613	1,646
User Charges	3,837	3,738	4,592	3,113	3,297
Investment receipts	120	46	24	19	88
Grants utilised for operating purposes	2,655	3,008	3,440	2,756	3,677
Other Income	491	518	913	998	1,474
<u>Payments</u>					
Employee Costs	(17,755)	(16,083)	(15,627)	(14,547)	(13,486)
Contractual services & materials	(19,228)	(25,013)	(17,515)	(18,074)	(19,030)
Finance payments	(456)	(872)	(156)	(447)	(407)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>13,557</b>	<b>7,107</b>	<b>15,540</b>	<b>12,102</b>	<b>13,368</b>
<b>Cash flow from Investing Activities</b>					
<u>Receipts</u>					
Amounts specifically for new or upgraded assets	10,147	3,625	5,785	2,626	1,165
Sale of replaced assets	25	25	50	47	58
Repayments of loans by community groups	-	-	6	11	43
Capital Distributions from associated entities	-	-	-	-	-
<u>Payments</u>					
Expenditure on renewal/replacement of assets	(25,118)	(8,707)	(8,937)	(9,652)	(8,919)
Expenditure on new/upgraded assets	(29,937)	(12,889)	(6,941)	(5,508)	(13,175)
Capital contributed to associated entities	(281)	(281)	(170)	(81)	(81)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(45,163)</b>	<b>(18,227)</b>	<b>(10,208)</b>	<b>(12,556)</b>	<b>(20,909)</b>
<b>Cash Flow from Financing Activities</b>					
<u>Receipts</u>					
Proceeds from Borrowings	32,646	-	-	-	6,500
<u>Payments</u>					
Repayments of Borrowings	(989)	(945)	(1,010)	(1,653)	(1,934)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>31,657</b>	<b>(945)</b>	<b>(1,010)</b>	<b>(1,653)</b>	<b>4,566</b>
<b>Net Increase (Decrease) in cash held</b>	<b>51</b>	<b>(12,065)</b>	<b>4,322</b>	<b>(2,107)</b>	<b>(2,975)</b>
Cash & cash equivalents at beginning of period	(672)	11,393	7,071	9,177	12,152
<b>Cash &amp; cash equivalents at end of period</b>	<b>(621)</b>	<b>(672)</b>	<b>11,393</b>	<b>7,071</b>	<b>9,177</b>

Uniform Presentation of Finances for year ended 30 June 2024

	Proposed 2023-2024 \$'000	Forecast 2022-2023 \$'000	Actual 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000
Income	50,995	49,258	47,930	45,473	45,406
less Expenses	(51,137)	(48,393)	(45,284)	(44,363)	(43,411)
<b>Operating Surplus (Deficit)</b>	<b>(142)</b>	<b>865</b>	<b>2,645</b>	<b>1,110</b>	<b>1,995</b>
<b>less Net Outlays on Existing Assets</b>					
Capital Expenditure on renewal and replacement of Existing Assets	25,118	8,707	8,937	9,652	8,919
Depreciation, Amortisation and Impairment	(12,462)	(11,159)	(10,766)	(9,968)	(9,503)
Proceeds from Sale of Replaced Assets	(25)	(25)	(50)	(47)	(58)
	<b>12,632</b>	<b>(2,477)</b>	<b>(1,878)</b>	<b>(363)</b>	<b>(642)</b>
<b>less Net Outlays on New and Upgraded Assets</b>					
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	29,937	12,889	6,941	5,508	13,175
Amounts received specifically for New and Upgraded Assets	(10,147)	(10,025)	(5,785)	(2,626)	(1,165)
Asset Received Free of Charge	-	-	-	-	-
	<b>19,790</b>	<b>2,864</b>	<b>1,156</b>	<b>2,882</b>	<b>12,010</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(32,563)</b>	<b>477</b>	<b>3,368</b>	<b>(1,408)</b>	<b>(9,373)</b>

Financial Indicators

	Proposed 2023-2024	Proposed 2023-2024	Forecast 2022-2023	Actual 2021-2022	Actual 2020-2021	Actual 2019-2020
Required by Local Government (Financial Management) Regulations 1999 Section 5B(d)						
	\$					

Operating Surplus Ratio

Operating Surplus/(Deficit)	(141,624)	-0.28%	1.75%	5.52%	2.44%	4.39%
Operating Revenue	50,994,982					

This ratio expresses the operating surplus as a percentage of total operating revenue.

Net Financial Liabilities Ratio

Net Financial Liabilities	52,680,395	103.3%	40.3%	28.3%	29.3%	28.3%
Total Operating Revenue	50,994,982					

This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).

Asset Sustainability Ratio

Net Asset Renewals	25,118,257	157%	55%	65%	79%	99%
Asset Management Plan	16,006,842					

This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets

Rolling five-year average	90.7%	71.3%	83.7%	87.2%	96.1%
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Requested by Council

Debt to Total Income Ratio

Debt Servicing	1,444,682	3.6%	4.7%	3.7%	6.0%	6.7%
Rate Revenue less NRM Levy	40,409,412					

The Debt to Rate Revenue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)

**7. CONFIDENTIAL REPORTS**  
Nil

**8. OTHER BUSINESS**  
(Of an urgent nature only)

**9. NEXT MEETING**  
Monday 24 July 2023

**10. CLOSURE**