

His Worship the Mayor
Councillors
City of Marion

Notice of Finance, Risk and Audit Committee

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 16 May 2023 at 2.00 pm

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the *Local Government Act 1999* that a Finance, Risk and Audit Committee will be held.

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Tony Harrison
Chief Executive Officer

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1 Open Meeting

2 Kaurna Acknowledgement

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3 Elected Member Declaration of Interest (if any)

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 21 February 2023

Report Reference	FRAC230516R4.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the Finance, Risk and Audit Committee Meeting held on 21 February 2023 be taken as read and confirmed.

ATTACHMENTS

1. FRA C 230221 - Final Minutes [4.1.1 - 14 pages]



**Minutes of the Finance, Risk and Audit Committee
held on Tuesday, 21 February 2023 at 9.00 am
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt**



**PRESENT**

Ms Emma Hinchey (Chair)
Ms Nicole Rantanen
Mr Josh Hubbard
Councillor Jason Veliskou (from 9.05am)
Councillor Jayne Hoffmann

In Attendance

Acting Chief Executive Officer - Ben Keen
General Manager Corporate Services - Angela Allison
Acting General Manager City Development - Thuyen Vi-Alternetti
Manager Office of the CEO - Kate McKenzie
Unit Manager Governance and Council Support - Victoria Moritz
Chief Finance Officer – Ray Barnwell
Unit Manager Risk and Strategy – Maddie Frew
Water Resources Coordinator – Glynn Ricketts
Mark Booth – BRM Advisory
Mr Eric Beere – KMPG
Mr Glenn Winkler - KPMG

1 Open Meeting

The Chair opened the meeting at 9.00am.

2 Kurna Acknowledgement

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3 Elected Member Declaration of Interest (if any)

The Chair asked if any member wished to disclose an interest in relation to any item being considered at the meeting

The following interests were disclosed:

- Nil

4 Confirmation of Minutes



4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 13 December 2022

Report Reference FRAC230221R4.1

Moved Ms Rantanen

Seconded Mr Hubbard

That the minutes of the Finance, Risk and Audit Committee Meeting held on 13 December 2022 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference FRAC230221R5.1

The Committee noted the business arising statement and schedule of upcoming items and provided the following feedback:

- Item 1 on the Business arising relating to service reviews appeared to have continual moving deadlines, and queried the tracking of this item. Management advised that the Chief Executive Officer had asked for a full review of the program by the end of the financial year with the intent of a new program to commence the following year.
- The Committee queried the progress of the self-assessment on procurement internal controls. The Chief Finance Officer provided an update and confirmed that a review of contracts over the past 2 financial years had been undertaken and there were only 4 incidents over the entire 2 years where the contract sum exceeded the delegation held, indicating it is not systemic issue. Further controls have been put in place since the audit finding to address the occurrence. It was also noted each business unit undertakes an annual self-assessment on internal control processes with potential learnings identified through this process.
- An error was noted in the due date for Item 3 will be changed from March 2022 to March 2023
- The Committee queried the action relating to develop a criteria for the timing of the implementation of recommendations based on the risk level of the finding. Manager Office of the CEO confirmed that this had been discussed with KPMG and agreed the criteria would be included in all reports. It will also be included in audit plans moving forward to aid in the visibility with SLT Managers as they are going through the findings.
- It was noted the second budget review and third budget review would be coming to the next Committee Meeting.
- The Committee raised concerns over the schedule of upcoming items and number of items listed. It suggested this be reviewed to determine if there was anything identified as out of scope for the Committee.

9.05am Councillor Veliskou entered the meeting.

Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried Unanimously



6 Confidential Items

6.1 Cover Report - Cybersecurity - Quarterly Update

Report Reference FRAC230221F6.1

Moved Ms Rantanen

Seconded Mr Hubbard

That pursuant to Section 90(2) and (3)(e) and of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support, Governance Officer, Manager IT Operations and IT Governance & Cybersecurity Lead be excluded from the meeting as the Committee receives and considers information relating to Cyber security of CoM, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the current status of the CoM Cyber Security and the impact on contractual expectations.

Carried Unanimously

9.07am the meeting went into confidence

Moved Ms Rantanen

Seconded Mr Hubbard

In accordance with Section 91(7) and (9) of the *Local Government Act* 1999 the Committee orders that this report, Cybersecurity – Quarterly Update, any appendices and the minutes arising from this report, having been considered in confidence under Section 90(2) and (3)(e) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2023.

Carried Unanimously

9.12am the meeting came out of confidence

6.2 Cover Report - Marion Water Business Section 48 Prudential Report; proposed expansion project

Report Reference FRAC230221F6.2

Moved Ms Rantanen

Seconded Mr Hubbard

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Services, General Manager City Development, General Manager Corporate Services, Chief Financial officer, Manager Engineering, Assets & Environment, Manager Office of the Chief Executive, Unit Manager Engineering, Water Resources Coordinator, Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to Marion Water Business Section 48 Prudential Report, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to matters that may impact commercial contracts with 3rd parties.

Carried Unanimously



9.12am the meeting went into confidence

Moved Ms Rantanen

Seconded Mr Hubbard

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that this report, Marion Water Business Section 48 Prudential Report any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2023.

Carried Unanimously

9.49am the meeting came out of confidence

6.3 Cover Report - Internal Audit Contract

Report Reference FRAC230221F6.3

Moved Ms Rantanen

Seconded Councillor Veliskou

That pursuant to Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager Officer of the Chief Executive and Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to Internal Audit Contract, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to management of the contract.

Carried Unanimously

9.50am the meeting went into confidence

Moved Ms Rantanen

Seconded Mr Hubbard

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that this report, Internal Audit Contract, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2023.

Carried Unanimously

9.56am the meeting came out of confidence



7 Reports for Discussion

7.1 Council Member Report

Report Reference FRAC230221R7.1

9.59am Mr Hubbard left the meeting

The Committee noted the Council Member Report and requested a brief summary of the item relating to the Coastal Walkway. Manager Office of the CEO commented this related to a Section 270 review where the complainant's main concerns were relating to a viewing platform impeding on privacy, removal of stairs to the beach and re-alignment of a path. This is a delicate case and is currently with Norman Waterhouse to undertake the investigation.

It was noted the learnings and outcomes from this review would be embedded in engagement approaches moving forward, especially in relation to accessible communications and understanding affected residents and their needs.

The Committee queried the motion in relation to the rates explanation document. The Chief Finance Officer explained this was an education piece around the understanding of rates and how they are calculated and applied and will be included on the first rates notice each year when new rates are issued. The Committee suggested it would be good to test this reasoning out to see if the message is understood.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Notes this report.

Carried Unanimously

10.02am Mr Hubbard re-entered the meeting

7.2 Draft Annual Business Plan 2023-24 and Long-Term Financial Plan

Report Reference FRAC230221R7.2

The Committee took the report as read and provided the following feedback and comments on the development of the Draft ABP 2023-24 and Draft LTFP and the reasonableness, fairness and equity of potential rating approaches for 2023-24, including in the context of Councils LTFP and on-going financial sustainability.

- The Committee commented on the different rate models that have been discussed at Council Member planning day and whether these revised models would come through to Council. The Chief Finance Officer confirmed the rate models presented to the Committee are the original models as discussed at planning day, however further updates to these will be coming through to Council for discussion at March forum and will accommodate changes as discussed and varying circumstances, asset management review and annual business plan review.
- Concerns were raised over the 3.95% which is very low taking into account an 8.6% inflationary environment. Management commented the budget is being built from the ground up, incorporating changes every month including resolutions from Council, anticipated future costs and closely monitoring costs linked to CPI to ensure these are updated.



- It was noted that the priority and challenge was getting the balance right, long-term, short-term, strategic plan and community expectations.
- The Committee commented on the consideration of potentially delaying some projects given the increasing costs and at what point does this need to be considered to wait for this environment to stabilise (if at all). Management confirmed that further consideration by Council will be undertaken in relation to the inclusion of potential funding requirements for future aspirational projects, particularly those identified in the CoMPAS document. Consideration of the funding and timing will assist with aspirational planning and getting the balance right between short-term and intergenerational planning, however decision sits with Council in regard to any delays, however there are contingencies in place to mitigate this.
- Further to this it was noted that operating and maintenance costs need to be considered if an asset is coming to the end of its useful life and further delays may impact on these costs. This is something that will continue to be monitored.
- The Committee queried whether funds were bound by a timeframe or that had grants attached and whether this posed a risk to losing any funding. The Chief Finance Officer commented that grant funding for major projects can be provided in advance, particularly State grant funding and these are not of concern, but the timing for acquittal of grants should be monitored. For any projects that may get pushed out, Council can endorse different projects to cover that funding and has previously done this.
- There were questions raised around the cash backed reserves and whether we need to look at our policy in utilising this cash to reduce or defer borrowings. The Chief Finance Officer confirmed these cash reserves have been utilised over the past number of years and supported Council in keeping rates low during COVID and over the past two years. Any funding in reserves is quarantined for identified projects. Any future borrowings will be deferred with the strategy now in place to reduce these reserves as much as possible.
- The Committee queried the interest rate sensitivity adjustment on interest on \$1m borrowings over 10 years with this showing a very small potential variance over 10 years. Management will review this and provide further greater sensitivity adjustments in the current climate.
- There were discussions around additional funding that Council may receive through the state government given the marginal seats within the Council and the best way to manage this. It was noted a robust budgeting process would provide perspective on what the capability of the council is taking into consideration funding, resources, consequences, demand etc. The committee suggested it would be prudent to include a contingency in capital funding over the 10 years to cover these inevitable projects that are likely to come to fruition.
- The Committee raised concerns over the Rate Revenue modelling developed to assess with average rate increases applied ranging from 3.95% in 2023-24 moving gradually back to a forecast 2.0% average from 2027-28 onwards. The Committee suggested this was the absolute bottom line and suggested caution when including percentages relating to community expectations. The Chief Finance Officer commented that future modelling would likely be moving to 4% to 4.7% gradually moving back to around 3.5% to 3% with the next iteration of the budget and LTFP following updated modelling.
- It was noted this is a high-risk budgeting year, given the challenging environment, supply chain issues, inflation and CPI.
- The committee suggested displaying the cash balance at the end of each year in the table referring to the Cash/Funding Impact of Rate Models over the 10-year LTFP.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee provide feedback on:

1. The development of the Draft ABP 2023-24 and Draft LTFP (Attachment 1)



2. The reasonableness, fairness and equity of potential rating approaches for 2023-24, including in the context of Councils LTFP and on-going financial sustainability.

Carried Unanimously

7.3 Aged Care Quality Standards

Report Reference FRAC230221R7.3

The Committee noted the report from the Aged Care Quality and Safety Commission dated 16 January 2023 and provided the following comments:

- The Committee queried how we were benchmarking with other councils who run similar programs in terms of standards. Manager Community Connections noted there were 5 other councils with similar audits, 2 of these had undertaken a second audit, however we were the only council to remain non-compliant at the second audit.
- The Committee questioned whether the service providers completing the paperwork understood the value of the reporting and were invested in this aspect of the process as well as providing the actual service. Manager Community Connections commented providers are aware of the reporting requirements, however acknowledged the depth of knowledge was not understood. The Committee suggested that the policies, procedures and instructions should be set out for an appropriate level of literacy to enable these to be understood and completed with the knowledge of the provider. It was noted that communication can be a real issue in this space. The committee also suggested tools that may make completing forms to a higher standard easier for example including dropdown menus with pre-populated text.
- It was noted that there is approximately a 50/50 split when looking at the services that are outsourced and those undertaken internally. Management confirmed that the organisation receives funding in its entirety, it then outsources some of these services (for example domestic and gardening services).
- One of the gaps identified for non-compliance resulted from a lack of details being reported. As a result of the audit findings, extensive training and education has been delivered including care planning, goal setting, compulsory reporting requirements. A digital literacy assessment is also planned to identify any gaps in this area with the aim to support and broaden the skills within the team.
- The Committee queried whether this was core council business and whether or not council should be operating in this space or if this is something that should be outsourced. Acting Chief Executive Officer commented the services provided under this funding were critical for these residents and acknowledged this was a future discussion for Council to consider and weigh up services, benefits, impact of funding, compliance, core business, viability, impact on the community and council's strategy.
- The Committee commented that the Aged Care Standards are high and this is also an opportunity that as an organisation we should strive to achieve. If these standards can be reached, there are opportunities to extend these practices and principles into other areas of the organisation. The Committee also suggested there may be benefits in reaching out to an external consultant with experience in this area to help the Council achieve and provide evidence. Management confirmed they have reached out to an external consultant to assist in reaching the recommendations.



Moved Ms Rantanen

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Notes the report from the Aged Care Quality and Safety Commission dated 16 January 2023.

Carried Unanimously

7.4 Strategic Risk Register Annual Review

Report Reference FRAC230221R7.4

The Committee reviewed the Strategic Risk Register and provided the following relevant feedback:

- The Committee questioned the how the corporate risk register interacts with the strategic risk register and how this managed throughout the organisation. Staff commented that currently each risk within the Strategic Risk Register is linked to relevant risks contained within the Corporate Risk Register. The quarterly reviews of the Corporate Risk Register are used, to assess whether there has been any movement within the Strategic Risk Register. Moving forward it will be reported through the quarterly Corporate Risk Register report, whether anything has emerged that needs to be considered as an impact to the Strategic Risk Register (and vice versa).
- The Committee questioned the risk relating to the inadequate recognition of and provision of services in response to the community's changing social health, cultural diversity, environmental, vibrant, diverse and economic conditions, noting that the long-term financial plan isn't a the core controls, suggesting that maybe this should be included.
- The risk relating to inadequate use and protection of technology and data to improve services and operational efficiency was discussed. The Committee felt that work was required on the controls. Staff noted that prior to the next review, management will be scrutinizing all controls and undertaking a thorough review. There have already been some proposed changes to this risk after the General Manager Corporate Services undertook a fulsome review. These amendments will be captured prior to reporting to Council and will include the ICT Strategy as a core control.
- The Committee discussed the risk relating to asset management planning not supporting community noting this is in relation to the planning which seems appropriate, however was there another risk that covered off on the delivery of projects. Management advised the asset management steering committee could be included in the controls which takes into consideration capturing data, predictive analysis and to manage the life of the asset.
- The Committee queried whether there was a risk associated with housing affordability / density and requirement for open space. Management confirmed this was picked up through the environmental scan and is covered broadly in SR001 and covered in more detail in the corporate risk register.
- Overall, the Committee commented some controls require work however it was a solid piece of work.

Action

Include asset management steering committee into the controls for SR007.



Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

1. Review SR003, and provide feedback regarding the suitability of this risk within the Strategic Risk Register
2. Review the updates made to the Strategic Risk Register and provide any relevant feedback.

Carried Unanimously

7.5 Quarterly Corporate Risk Report

Report Reference FRAC230221R7.5

The Committee noted the Corporate Risk Register and provided feedback on the review outcomes noting the following:

- The Committee queried the risks relating to DHS screenings relating to vulnerable positions including child safe environments and how this came about. Unit Manager Risk and Strategy advised that the legislative requirements had changed resulting in these risks being identified. This only includes those checks that are ongoing and do not include one off checks related to so specific employment.
- It was suggested that this risk be broadened to include additional elements related to employment qualifications and checks as well as specifically identifying those already listed. There may also be a policy and procedure that sits behind those elements to help support and reduce the risk.
- Management commented that the strategic workforce committee was also capturing these categories and working through associated procedures and processes.
- The Committee questioned the risk relating to the inability to attract and preserve external funding required for Community Services delivery (e.g. Hubs, CHSP), with the Risk rating changed from Medium to high and queried whether this was a knee jerk reaction to the audit. This was further discussed, and management will review this risk with the consideration of amending the description and keeping the risk as high.
- It was noted that the number or risk to a page was reviewed in January, however effective controls were reviewed in September. The Committee suggested reviewing the controls at the time of reviewing risks.
- The Committee discussed and raised concerns relating to potential gifts and benefits aged care service providers may be receiving arising from providing services to vulnerable community members and ensure appropriate controls are in place
- The Committee noted the good work being done in this space and acknowledged that things were progressing.

11.21am Ms Rantanen left the meeting

11.24am Ms Rantanen re-entered the meeting

Moved Mr Hubbard

Seconded Councillor Hoffmann

That the Finance, Risk and Audit Committee:



1. Notes the Corporate Risk Register Report (Attachment 1) and provides feedback on the review outcomes, ahead of this report being provided to Council at the 14 March 2023 General Council Meeting.

Carried Unanimously

7.6 Internal Audit Plan 2022 - 2023

Report Reference FRAC221213R7.6

11.25am Mr Hubbard left the meeting

Mr Eric Beere and Mr Glenn Jackson were present for the item

The Committee noted the progress of the internal Audit Program and provided the following comments on the Audits presented:

Digital Transformation Health Check

- The Committee raised concerns around the timeframes for implementing the recommendations to the findings relating to the DTP Health Check given 3 of the findings were due 30 June and one for 30 March. The Committee queried whether this was achievable.
- General Manager Corporate Services commented that the June timeframes related to the implementation of the project management framework. The overall governance structure and approach is dependent on the framework, however, the team is currently updating templates and tools prior to this due date. It is anticipated the Project Management Office and Framework will be approved in May. Following this, the recommendations can be closed out as they will already be embedded.
- The Committee commented on the weaknesses identified throughout the report and learnings identified moving forward for future system implementations. It was noted the systems previously chosen were based on capability rather than business requirements and the gathering of business requirements project governance was a contribution to the shortcoming that lead to the current situation.

11.27am Mr Hubbard re-entered the meeting

- KMPG commented that moving forward it is important to have the findings relating to stakeholder engagement and insufficient scoping requirements significantly intertwined, otherwise there is a risk that selection won't meet the needs.
- It was noted the data governance, standards, modules etc weren't part of this scope, however the findings represent these are areas of importance that should be there and moving forward these will be embedded in the process. Manager Officer of the Chief Executive provided further comments that previous audits included these elements as a core component and those findings are being worked through and closed out, including that Data Governance Framework being adopted by ELT in January 2023. The associated policies are due to be finalised by 30th June 2023.
- The Committee questioned whether the management actions are reflective of this specific project or more focused on future projects. General Manager Corporate Services commented that it was difficult to apply these findings given how advanced the project is with the team

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currently undertaking remedial works and defining what is needed at this point in time. Where it is identified, remedial works are reported including engagement with the correct stakeholders. The team is implementing the elements that it can and will take on board these findings for any new projects using the right approach. It was noted that major enhancements will be considered and defined as a new project and will follow the revised approach and governance elements.

- The Committee suggested if there are any recommendations that management are not taking on board, to provide robust details around this decision. Any high rated findings may need further discussion and agreed management actions. The Committee also suggested ensuring there is enough details in the agreed management options to ensure clear actions and context around the findings.
- Manager Corporate Services confirmed that any outstanding recommendations would be included in the ICT Strategy. There were also discussions around auditing the implementation of the ICT Strategy to ensure we are seeing these elements embedded into our processes.

11.30am Ms Rantanen left the meeting and did not return

Volunteer Management

- There were some discussions around the compliance documents identified, however it was confirmed these were in relation to the Coordinators only and not for the volunteers.
- It was noted that a significant number of actions from the previous audit had been closed out.
- The Committee raised concerns around practices and processes relating to volunteers and whether there is a risk this could be bordering on employee practices, however, it was agreed it was beneficial to have good practices / training / processes relating to volunteers, just to be aware of how these are applied.

Moved Councillor Veliskou

Seconded Councillor Hoffmann

That the Finance, Risk and Audit Committee:

1. Notes the progress of the Internal Audit Program.
2. Considers and provides feedback on the:
 - a. Digital Transformation Health Check (Attachment 1)
 - b. Volunteer Management (Attachment 2)

Carried Unanimously

MEETING EXTENSION

Moved Mr Hubbard

Seconded Councillor Veliskou

That the meeting be extended for a period of 10 minutes to allow for the remaining items on the agenda to be considered.

Carried Unanimously

11.58am the meeting was extended



8 Reports for Noting

8.1 Internal Audit Program - Implementation of Recommendations

Report Reference FRAC230221R8.1

The Committee noted the status of the Internal Audit Program and took the report as read. Manager Office of the Chief Executive commented the Executive Management Group were scheduled to meet prior to the next Committee meeting to review and scrutinize all outstanding actions to ensure this is completely up to date. It was also noted that some of these are very close to being closed out.

- The Committee queried the percentage complete relating to action 4.1 in the Payroll 2020/21 Audit and why this had decreased. The General Manager Corporate Services advised this was due to the fixes arising from the implementation of Aurion. There has been a delay on some changes relating to the GL codes and additional issues that arose since the last reporting period. This may go up and down until Management are satisfied the root causes is fixed.
- The Committee queried the percentage complete relating to action 1.1 in the Metrics that Matter audit which had risen from 18% to 85% since the last reporting period. This is the full program is a 2-year implementation However draft reporting and KPI's are up and running with refinement occurring prior to 30 June 2023.

Moved Councillor Veliskou

Seconded Councillor Hoffmann

That the Finance, Risk and Audit Committee:

1. Notes the status of the Internal Audit Program (Attachment 1).

Carried Unanimously

8.2 DTP Status Update

Report Reference FRAC230221R8.2

The Committee noted the update on the Digital Transformation Program and provided the following comments:

- General Manager Corporate Services commented that the current focus is on embedding the systems that have already been implemented, and on improving both the user and customer experiences of these systems. The focus over the next six months will be to complete all outstanding DTP Projects.
- In addition, a non-DTP project – movement of the Property and Rates module to the Cloud will be implemented in August to accommodate business needs and reduce IT security risk. Work has commenced on the overarching Information Services (IS) Strategic Plan and the planning required for its implementation over 2023/24 to stabilise and enhance the CoM's operational processes.
- The Committee questioned the benefits realization noting this may take 18 months. They were, however, comfortable there were good processes in place to make sure these elements are being embedded and managed. In regard to the AMIS project, there will potentially be multiple benefit realization reviews to ensure this continues to provide the data required for decision making.



- In regard to the other outstanding projects, we need to define requirements and what the program is to deliver. The project management framework will apply to these and will work through these requirements as it is established.
- It was noted the CRM system has ongoing improvement opportunities with the next iteration including a consolidation of the categories.
- The Committee discussed the staff movements and revised structure, noting the current recruitments just completed and outstanding recruitments are in the process of being finalised. The Committee highlighted the importance of undertaking exit interviews to review any further issues identified.

Moved Mr Hubbard

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Note the update on the Digital Transformation Program.

Carried Unanimously

8.3 DTP Financial Transformation Update

Report Reference FRAC230221R8.3

The Committee noted it was good to see the progress on the DTP financial transformation and noted the updated.

The Committee questioned what the learnings were. General Manager Corporate Services commented the implementations will follow the requirements of the project management framework, in a considered manner working extensively with key stakeholders from the business units across the organisation.

Moved Mr Hubbard

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Note the report.

Carried Unanimously

9 Workshop / Presentation Items – Nil

10 Other Business - Nil

11 Meeting Closure

The meeting was declared closed at 12.22pm.

CONFIRMED THIS 16 DAY OF MAY 2023

CHAIRPERSON

FRAC230221 - Finance, Risk and Audit Committee - 21 February 2023

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference	FRACYMMDDR5.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to review the business arising from previous meetings of the Finance, Risk and Audit Committee meetings, the meeting schedule and upcoming items.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Notes the business arising statement, meeting schedule and upcoming items.**

ATTACHMENTS

1. Business arising statement May 2023 [5.1.1 - 6 pages]

CITY OF MARION
BUSINESS ARISING FROM FINANCE AND AUDIT COMMITTEE MEETINGS
AS AT 15 FEBRUARY 2023



	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
1.	18 May 2021	Service Review Program and Recommendations - Progress Update Action: A report be brought back to the Finance and Audit Committee in August with a status updated including a program detailing expectations and commitments for this year and next. Action: The CEO committed to having discussions around accountability of actions and closing out outstanding actions.	Chief Executive Officer	August 2021	The organisation is investigating training and the introduction of lean six sigma across the organisation to replace the service review program. A report is being prepared for the special FRAC meeting in June.	
	17 May 2022	Action: Ensure this report comes back in August 2022 including a detailed structured approach.	Chief Executive Officer	Revised Due Date June 2023		
2.	17 May 2022	Business Arising Statement – Action Items: Action: Standing Item: <i>Service Review Program - Scopes, Reviews and Monitoring</i> , to be presented to the FRAC in August.	Chief Executive Officer	16 August 2022 December 2022 Revised Due Date June 2023	As above	
	16 August 2022	Interim External Audit - 2021-2022			Completed	April 2023

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2023

	Date of Meeting	Item	Responsible	Due Date	Status	Completed / Revised Due Date
		ACTION: Perform a self-assessment on procurement internal controls.	Chief Finance Officer	31 Dec 2022		
3.	16 August 2022	Internal Audit Plan 2022 – 2023 ACTION: Include an Audit for the implementation of recommendations. ACTION: Review findings of previous Contract Management and Procurement Audits to determine any relevant findings and recommendations. These are to be highlighted and brought back to the Committee.	Manager Office of the CEO	Dec 2022 Dec-2022 March 2022	This action can be complete. The audit is finalised however to manage the size of the agenda, the report will be presented in the June FRAC meeting.	May 2023
4.	21 February 2023	Strategic Risk Register Annual Review ACTION: Includes asset management steering Committee into the controls for SR007	Unit Manager Risk and Strategy	May 2023	This has been added to the current Strategic Risk Register. This will be brought back to FRAC at the next scheduled review date for the Strategic Risk Register which is due October 2023.	May 2023

* Completed items to be removed are shaded

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2023

SCHEDULE OF MEETINGS 2023

Day	Date	Time	Venue
Tuesday	21 February 2023	9am – 12pm	Administration Centre
Tuesday	16 May 2023	2 pm – 5pm	Administration Centre
Tuesday	20 June 2023	2 pm – 5pm	Administration Centre
Tuesday	15 August 2023	3.00 – 6.00 pm Followed by 6.30 – 7.30 pm (Joint workshop with Council)	Administration Centre
Tuesday	10 October 2023	2 pm – 5pm	Administration Centre
Tuesday	12 December 2023	2 pm – 5pm	Administration Centre

INDICATIVE COMMITTEE WORK PROGRAM – 2023

TUESDAY, 21 February 2023

Topic	Action
Council Member Report	Communication Report
Annual Strategic Risk Register	Review and Feedback
Draft Annual Business Plan and Budget 2023-24 and Draft Long Term Financial Plan - Update	Review and Feedback
Internal Audit Program – Scopes, Reviews, Plans	Review and Feedback
Internal Audit Program – Implementation of Recommendations	Noting
Quarterly Corporate Risk Report	Review and Feedback
Budget Review 2 – 2022-23	Review and Feedback
Internal Audit Contract (confidential)	Recommendation to Council
Cybersecurity – Quarterly Update	Noting
Digital Transformation Project – Quarterly Status Update	Noting

TUESDAY, 16 May 2023

Topic	Action
Council Member Report	Communication Report
Internal Audit Program – Scopes, Reviews, Plans	Review and Feedback
Internal Audit Program – Implementation of Recommendations	Noting
Quarterly Corporate Risk Report	Review and Feedback
Internal Audit Plan for 2023-24	Review and Feedback
Cybersecurity – Quarterly Update	Noting

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2023

Digital Transformation Project – Quarterly Status Update	Noting
FRAC Effectiveness Survey	Review and Feedback
Tree AMP – Draft	Review and Feedback
Internal Audit Plan 2023-2025	Review and Feedback
Draft Annual Business Plan 2023/24	Review and Feedback

TUESDAY, 20 June 2023

Topic	Action
Administration Building – Section 48 Report	Review and Feedback
Claims & Insurance Report	Review and Feedback
Draft Annual Business Plan and Budget 2023-24 (update after public consultation) & Draft Long Term Financial Plan	Review and Feedback
Implementation of Recommendations check - Internal Audit	Review and Feedback
Effectiveness Survey – Results	Noting
Annual Review of HSE Program	Review and Feedback
External Audit - Interim Audit Report	Review and Feedback
Budget Review 3 – 2022-23	Review and Feedback

TUESDAY, 15 August 2023 (Followed by Joint Workshop with Council 6.30pm– 8.30pm)

Topic	Action
Council Member Report	Communication Report
Meeting with Internal auditors in camera	Seeking feedback from Auditors
Comprehensive valuation for non-infrastructure assets	Review and Feedback
Comprehensive valuation for infrastructure assets	Review and Feedback
Internal Audit Program – Scopes, Reviews, Plans	Review and Feedback
Internal Audit Program – Implementation of Recommendations	Noting
FRAC Annual Report to Council	For discussion prior to October
Quarterly Corporate Risk Report	Review and Feedback
Cybersecurity – Quarterly Update	Noting
Digital Transformation Project – Quarterly Status Update	Noting
Fraud and Corruption Annual Review	Review and Feedback
Risk Management Plan, Framework and Strategic Plan review and update	Review and Feedback
Annual Report on Business Continuity	Review and Feedback

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2023

Joint Workshop with Council (6.30pm onwards)	TBA
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TUESDAY, 10 October 2023

Topic	Action
Council Member Report	Communication Report
FRAC Annual Report to Council 2021-22	Review and Recommendation to Council
Independence of Council's Auditor for the year end 30 June 2023	Review and Recommendation to Council
Audited Annual Financial Statements for the year end 30 June 2023	Review and Recommendation to Council
Investment Performance 2022-23	Noting
Debtors Report	Noting
Meeting with external auditors in camera	Seeking feedback from Auditors
Internal Audit Program – Scopes, Reviews, Plans	Review and Feedback
Internal Audit Program – Implementation of Recommendations	Noting
Service Review Program - Scopes, Reviews and Monitoring	Review and Feedback
Annual Strategic Risk Report	Review and Feedback
Marion Basketball Stadium – S48 Report (tentative)	Review and Feedback

Tuesday, 12 December 2023

Topic	Action
Council Member Report	Communication Report
Internal Audit Program – Scopes, Reviews, Plans	Review and Feedback
Internal Audit Program – Implementation of Recommendations	Noting
Service Review Program - Scopes, Reviews and Monitoring	Review and Feedback
Work Program and Meeting Schedule 2024	Review and Feedback
First Budget Review - 2023-24	Review and Feedback
Framework and Key Assumptions for preparation of 2024-25 ABP and LTFP	Review and Feedback
Quarterly Corporate Risk Report	Review and Feedback
Cybersecurity – Quarterly Update	Noting
Digital Transformation Project – Quarterly Status Update	Noting

City of Marion
Finance Risk & Audit Committee Action Arising Statement and Work Program - 2023

6 Reports for Discussion

6.1 Council Member Report

Report Reference	FRAC230516R6.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the CEO - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

Section 3.5 of the Finance, Risk and Audit Committee Terms of Reference states “*where the Council makes a decision relevant to the Finance and Audit Committees Terms of Reference, the Elected Member Representative will report the decision to the Audit Committee at the next Committee meeting and provide relevant context*”.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. **Notes this report.**

DISCUSSION

Council Member Representative – Councillor Jason Veliskou and Councillor Jayne Hoffmann

Since the last Council Member report was presented to the Finance, Risk and Audit Committee (FRAC) meeting, the Council has met five times for General Council Meetings. At these meetings, Council made the following decisions that relate to the Finance, Risk and Audit Committee Terms of Reference in chronological order. If the Committee wishes to discuss any of the items considered in confidence in further detail, the Committee will be required to move into confidence.

General Council Meeting – 28 February 2023

Adoption of the City of Marion Property Asset Strategy

The Council considered a summary of the community engagement outcomes and adopted the City of Marion Property Asset Strategy and Implementation Guide, which is now called City of Marion, Building and Asset Strategy (CoMBAS)

Confidential Items

Marion Water Business – context, strategy and proposed expansion (remains confidential)

Marino Hall Section 48 Report (minutes released with financials redacted)

The council noted and adopted the Section 48 Prudential Report for Marion Hall.

Internal Audit Contract

Council extended the KPMG contract until June 2025.

General Council Meeting – 14 March 2023

2nd Budget Review 2022/2023

Council adopted the revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows for the 2nd Budget review for 2022.

WHS Report

The report presented key Work Health and Safety Performance Indicators to Council. It was noted that City of Marion has reported 1 Lost Time Injuries during February 2023. The 12-month rolling Lost Time Injury Rate has decreased from a high of 13.4 Lost Time Injuries per million hours worked in September 2022 to the current LTIFR of 11.7. The 12 month Rolling Total Recordable Injury Frequency Rate has decreased from 29.1 in December 2022 to 25.8 in February 2023.

Finance Report – January 2023

The Council received and noted the information relating to the management of financial resources under its control as of January 2023.

General Council Meeting – 28 March 2023

Confidential Items

Marino Community Hall – Approval to Release for Tender (remains confidential)

Cove Netball Lower Oval – Approval to Release for Tender (remains confidential)

General Council Meeting – 11 April 2023

Project Management Framework

The Council endorsed the Project Management Framework which details how the City of Marion will govern and deliver projects going forward. It was noted that an Enterprise Project Management Office (EMPO) will implement, own, and facilitate the efficient and effective adoption and use of this PMF across all project types.

General Council Meeting – 9 MAY 2023

SMBMX Additional funding reports

The council considered two reports for additional funding for the Sam Willoughby BMX track to address issues with the start gate and corrections to the track.

Additional Funding for Hallett Cove Sea Pool concept Plans

Council funding an additional \$28k for the concept designs to include a 25m pool.

Draft 4 Year Plan Community Consultation

Council endorsed the 4 Year Business Plan to progress to community consultation. This Plan covers major projects and high-level business activities for the next 4 years.

Draft Annual Business Plan 2023/2024 Community Consultation

Council endorsed the draft ABP 23/24 to progress to community consultation with an average rate rise of 5.2%. A further report will be presented to the FRAC.

Council Member Training and Development Requests

Council endorsed a 50% contribution for both Councillors' Hoffman and Taylor to complete the Australian Company Directors Course in August 2023.

ATTACHMENTS

Nil

6.2 Quarterly Corporate Risk Report

Report Reference	FRAC230516R6.2
Originating Officer	Unit Manager Strategy and Risk – Maddie Frew
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To provide the Finance, Risk and Audit Committee with an overview of the City of Marion Corporate Risk Register review for Quarter 3, 2022/23 (January to March 2023).

DISCUSSION

The Corporate Risk Register was distributed to the Senior Leadership Team (SLT) to undertake a review of risks relevant to their portfolio for Quarter 3 2022-23 (Q3) period. SLT, as the primary risk owners, reviewed and updated their risks.

Scrutiny of the risks was placed on current controls, and the status of actions was updated with due dates being reviewed. When actions were confirmed as completed; they were then listed as controls. Risks were reassessed, in terms of likelihood and consequence ratings.

There was little movement in the Corporate Risk Register for Q3. No new risks were identified, two risks were merged and as a result of last quarters review, the number of High risks has reduced from 8 to 6. The detailed analysis of the Corporate Risk Register review for Q3 is included within **Attachment 1**.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Notes the Corporate Risk Register Report (Attachment 1) and provides their feedback on the review outcomes, ahead of this report being provided to the FRAC at their next meeting scheduled for 16 May 2023.**

ATTACHMENTS

- Attachment 1: Corporate Risk Register Report - Q3 2022-23 [6.2.1 - 5 pages]
- Attachment 2: Q 3 22-23 - Plans on a Page for HIGH Risks [6.2.2 - 6 pages]



CORPORATE RISK REGISTER REPORT

Quarter 3 2022-23

1. CORPORATE RISK REGISTER ANALYSIS

1.1 Analysis of Q3, 2022-23

The Quarter 3, 2022-23 review of the Corporate Risk Register resulted in a total of 107 risks identified. The current risk ratings are 6 high, 72 medium, and 29 low as outlined in Table 1, which also illustrates the movement in our risk exposure over the previous 12 months.

Table 1: Corporate Risk Register – Comparative outcomes across each quarter

Table 1: Corporate Risk Register Quarterly - Comparative Outcomes

Period:	Qtr 4: April to June 2022			Qtr 1: July to Sept 2022/23			Qtr 2: October to Dec 2022/23			Qtr 3: January to March 2022/23			Overall Impact*
Corporate Risk	I	C	F	I	C	F	I	C	F	I	C	F	
Extreme	28	0	0	28	0	0	28	0	0	27	0	0	↔
High	62	7	0	62	7	0	66	8	0	69	6	0	↑
Medium	13	66	61	14	67	62	14	70	66	11	72	63	↑
Low	0	30	42	0	30	42	0	30	42	0	29	42	↔
Total	103	103	103	104	104	104	108	108	108	107	107	107	

Current High Risk %	7%	7%	7%	6%
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*Key: I = Inherent, C = Current, F = Forecast *Overall movement of current Risk Rating

This report provides further details on the outcomes of the quarterly review including.

- Changes to the risks reported in the Corporate Risk Register
- Ongoing and emerging risk/opportunity issues (currently not identified on the register)

During the supported reviews, scrutiny was placed on current controls, updating actions, and action due dates. There was very little movement in the Corporate Risk Register in Quarter 3, 2022-2023, as detailed below in the report.

1.2 Re-assigned risks

No Risks were reassigned in Quarter 3, 2022-23.

1.3 Re-rated risks

As per the Quarter 2 review, risk CR0081 (Supply chain issue creating an inability to complete projects on time and within allocated budget) was reviewed and recommended to be re-rated from a high to medium risk, based on the view that this has now become part of our normal business operations and project planning. This recommendation was supported by the FRAC at their 21 February 2023 meeting and has been formalized within the Corporate Risk Register.



During the Quarter 2 2022-23 review, it was recommended that risk CR0076 (Inability to attract and preserve external funding for community Wellbeing programs) be re-rated from a medium risk to a high risk due to significant reforms within the Commonwealth Home Support Programme (CHSP) and Community and Neighbourhood Development Program (CNDP) potentially impacting CoM funding support for services. However, as discussed by the FRAC at their last meeting, this was not supported to be elevated to High risk and the Manager - Community Connections agrees it can stay rated as a medium.

1.4 New risks and merged risks

No new risks were identified this Quarter. However, two risks were merged, following discussion from FRAC during quarter 2, 2022-23. Those being:

Risk ID	Risk Description	Owner
CR105	Employing person without DHS screenings in a prescribed position or working in vulnerable position	People & Culture
DELETED and MERGED with the below existing risk:		
CR003	Employing person without pre-employment checks confirmed	People & Culture

The specific DHS requirements from CR105 have been entered against CR003 for thoroughness and ongoing review.

1.5 On-going and emerging risks/opportunities

The environmental scan is reviewed quarterly as part of the risk review process to identify any emerging risks/opportunities that may have the potential to impact on council's project and program delivery, business-as-usual activity, financially and reputational risk in the sector. The follow matters have been identified throughout Quarter 3, 2022-23.

Local Roads and Community Infrastructure funding

Council is informed of an additional \$1,057,753 of untied funding to support local roads and community infrastructure upgrades. Council will consider capital renewal options for the funding at its 23 May 2023 General Council meeting.

Inflation

The Consumer Price Index (CPI) rose 1.4 per cent in the March 2023 quarter and 7.9 per cent annually (for Adelaide).

Economy

Interest rates increased in the quarter and is impacting household budgets. Westpac has stated that housing possessions have reached levels of the Global Financial Crisis of 2010. With the rising cost of inflation and other services it is likely that stress will continue to exacerbate in the community. ABS statistics indicate that a cash rate of 3.6% will impact 15% of the borrowers who will experience negative cash flow.

A Deloitte Access Economics Report states that at least 300,000 households in Australia may currently be experiencing negative cash flow due to unnecessary rate rises. Impacts on household disposable income may impact residents' ability to meet household liabilities including rates.



Energy costs

The media has widely reported increases in electricity costs in the 23/24 Financial Year. Council is not likely to be informed until late April of the changes. Council's current electricity contract expires on 30 June 2023.

Insurance Premium

Increase cost of building materials, floods and cyber-attacks across Australia may have a flow on impact to CoM's costs of insurance premiums.

Updated property valuations are being completed this year and this has seen a significant increase in our property values due to current Economic environment. Last valuation was completed in 2018 (prior Covid).

It is anticipated that Local Government Risk Services (LGRS) will have a 12% indexation for 23/24 an increase of 7% from previous year.

Employment market & talent retention

The employment market continues to provide skills shortages and challenges fulfilling vacancies. Opportunities to promote the employee value proposition benefit actively to compete with the variety of promotion provided by other companies within the recruitment phase. Lack of succession planning combined with a competitive market may hinder the ability to attract and retain top talent over the long term. The appointment of a Talent Acquisition Advisor has created a significant difference in an attraction strategy with most difficult jobs now being filled. However, staff turnover is still occurring and it is predicted that this ongoing challenge will impact project delivery and servicing throughout the next financial year.

Community wellbeing

Cost of living pressures includes successive interest rate rises, and notable increases in energy, fuel, gas, and food as well as other CPI increases on general services continue. The rental shortage crisis has also been exacerbated in recent months and combined with interest rate rises has seen an increased incidence of tenants being forced into homelessness. Combined, there is a risk that cost-of-living pressures can lead to overall well-being concerns including increased mental health, food security, and distress.

There is a high likelihood for greater demand on services as more people seek support services and respite from the heat over summer (and potential impacts of flooding) and seek to reduce energy costs at home by utilising community assets more frequently, including those remotely working.

Greater scrutiny on council's plans

Council is advised that its Asset Management Plans and Long-Term Financial Plan will be reviewed by ESCOSA (Essential Services Commission of South Australia) as part of a broad reform under the *Local Government Act 1999* (SA). The opportunity for the Council's plans to have third party oversight provides greater transparency to residents. The risks are that if council does not meet the expectations covered in the review reputational damage may occur.

Future planning

The State Government, Planning and Land Use Services Department is reviewing the Regional Plan (30 Year Plan for Greater Adelaide) which the council is legislatively required to ensure documents within its strategic management framework reference (as well as any relevant state planning policies), to set the councils priorities for future planning policies.



The Planning Minister wrote to Council in April 2023 suggesting 'there is more to do in order to be in a position to proactively and effectively engage with strategic planning for your local area.' Opportunities exist within the development of council's 4-Year Business Plan 2023-2027 to address any gaps, such as possibly including a project on precinct planning.

Trends towards condensed working hours

There is an increasing focus in companies undertaking trials for staff condensed working hours. Trends include global models, where companies have teams of alternating workers, allowing the office to be constantly staffed, which may be more appropriate for local government should this be pioneered.

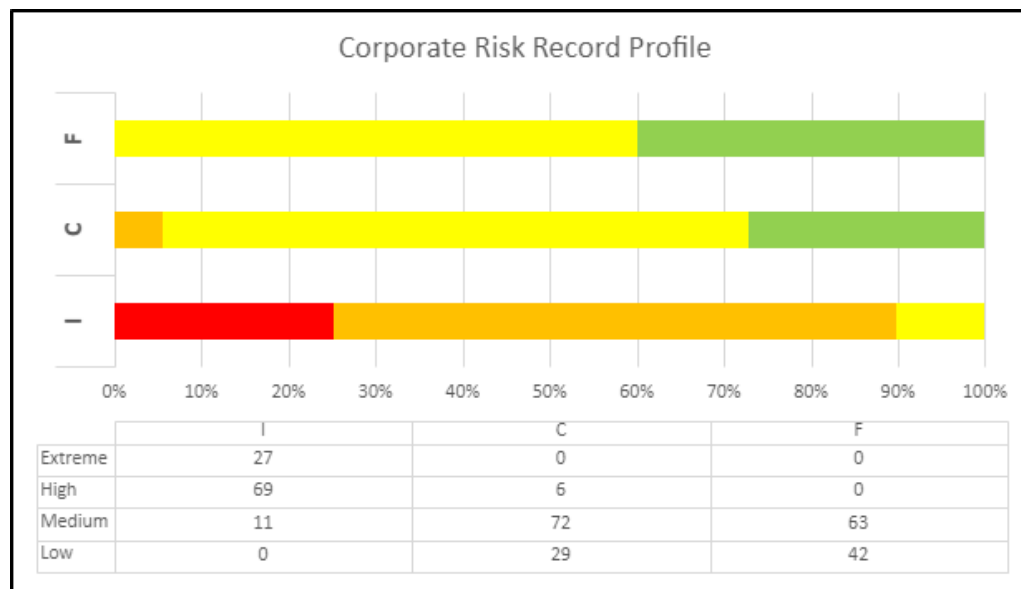
Santos (Head-office in Adelaide) built its own nine-day-fortnight model tailored to suit unique needs. Almost 2500 of their full-time Australian office-based workers have adopted the working model. Oxfam and Telstra are other organisations that have trialled this approach with outcomes showing reduced absenteeism dropped by a third with stress and work-life conflict reducing.

Should council wish to remain an employer of choice it will need to remain responsive to changes in the market along with balancing community expectations.

1.6 High Risks

There are currently six (6) risks assessed as outside the CoM's adopted risk appetite, as outlined in Table 2. Although the Risk Appetite outlined in the Risk Management Framework outlines varying tolerance levels for specific risk criteria, the reporting structure requires that risks with a current risk rating of extreme or high are to be reported to the ELT and subsequently, to Council via the Finance, Risk and Audit Committee.

Table 2. Corporate Risk Register Quarter 1 2022-23 Review – Current Ratings



An excerpt of the Corporate Risk Register, outlining the six (6) high-rated risks is provided in **Table 3**, which shows the movement in the current risk rating from last reporting period. There were two changes from the previous reporting Q2 to this reporting Q3. Further detail on the



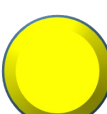


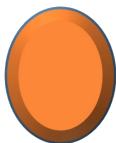

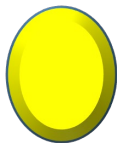
mitigating actions identified by the risk owners, targeted to reduce the risk to within tolerance levels is outlined in the High-Risk Plans-on-a-Page.

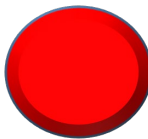


Table 3: Risks Currently rated as High (or above)

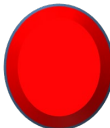

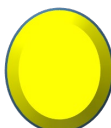
Risk Ref	Risk Description	Inherent Risk Rating	Current Risk Rating	Qtr. Mvmnt
CR0095	Poor data quality and data governance not supporting informed decision making	Extreme	High	↔
CR0064	Decentralised, unsupported, and unintegrated ICT systems to support current and future needs	High	High	↔
CR0058	Failure to understand, plan and act to respond to the projected impacts of climate change.	Extreme	High	↔
CR0053	Ineffective & inefficient organisational project and portfolio management/ monitoring to deliver strategic objectives and outcomes	High	High	↔
CR0026	Injury or harm/damage arising out of a failure of CoM contractors to comply with contract conditions and CoM HSE requirements	High	High	↔
CR0007	Difficulty attracting, recruiting and retention of talent	High	High	↔

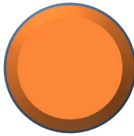


To provide greater detail and context for High rated risks, a High-Risk Plan-on-a-Page was developed in collaboration with each of the risk owners for review, validation, and monitoring each quarter. The High-Risk Plans on a Page are located in **Attachment 2**.

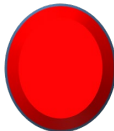


RISK ID	CR0007					
DATE LAST REVIEWED	April 2023"					
ELT	CEO					
SLT	People & Culture					
Likelihood Consequence	Likely Moderate	INHERENT Risk Rating HIGH	CURRENT Risk Rating - HIGH	TARGET Risk Rating - MEDIUM		
Risk Description						
Difficulty attracting, recruiting and retaining talent						
Risk Statement						
Difficulty in creating and attracting a strong talent pool of suitably qualified talent and retaining high performing people. Labour market factors driving talent shortages resulting in higher turnover and increased employee costs. Some vacancies at CoM are taking longer to fill due tio the difficulty in attracting the right people for the roles.						
Link to Strategic Plan	Council of Excellence					
Link to Business Plan						
Context/Background and Environmental considerations						
Labour market demand is greater than supply driving up salary expectations for some roles which is impacting CoM's ability to offer competitive salaries in some labour sectors.						
Stakeholders		Consultation				
All Business Units		P&C				
Risk source - Causes/Drivers						
<div>- High labour market demand levels for labour is resulting in labour shortages and higher salary expectations in specialist labour sectors where there are talent shortages</div> <div>- Inadequate talent attraction strategies</div> <div>- Branding and employee value proposition fails to attract candidates in a tight labour market</div> <div>- Remuneration and benefits lag</div> <div>- Perceived lack of career pathways at CoM</div> <div>- Ageing workforce issues</div> <div>- Organisational Culture</div>						
Potential Consequences						
<div>1. Damage to culture</div> <div>2. Staff dis-engage</div> <div>3. Reduced productivity</div> <div>4. Difficulties attracting and retaining staff</div> <div>6. Absenteeism</div> <div>7. Increase cost of service</div> <div>8. Reputational damage</div> <div>9. Unable to deliver key operations targets & projects</div> <div>10 Inability to deliver community expectations</div> <div>11. Increased attrition rates</div> <div>12. Increased number of vacant positions</div>						
Implemented Controls			Endorsed/last reviewed Date	Review Date	Control Effectiveness	Responsible Officer
1	Organisational monitoring through Teamgage and closing the loop on actions		Jul-22	ongoing	Effective	Mgr. P&C
2	CEO advocates for and leads our vision and values		Jul-22	ongoing	Effective	CEO
3	Organisational skills gap analysis informs recruitment and training program		Jul-22	ongoing	Effective	Mgr. P&C
4	Vacancy Management Policy Recruitment Selection and Appointment policy and procedure		Oct 22'	Oct-25	Effective	Mgr. P&C
5	Marion Accerate Program (MAP) and LEAD In the Field program delivered annually		Jul-22	Jul-23	Effective	Mgr. P&C
6	Performance Development Plans		Jul-22	Jul-23	Effective	Mgr. P&C
7	Revised approach to graduate employment and development		Oct 22'	ongoing	Effective	Mgr. P&C
8	GAP year program		Jul-22	Jul-23	Effective	Mgr. P&C
16	Employee engagement and learnings from are constantly embedded		Jul-22	ongoing	Effective	UM P&C
17	Future workforce skills embedded into recruitment practices□		Oct-22	ongoing	Effective	UM P&C
18	Talent Attraction strategies managed by talent Acquisition Partner		Oct-22	ongoing	Effective	UM P&C
19	Explore opportunities to promote CoM as an employer of choice, e.g. Career fairs		Oct-22	ongoing	Effective	UM P&C
20	Leadership framework implemented (Marion Accelerate Program)		Dec-22	ongoing	Effective	L&D Partner
21	Partnership with external subject matter expert to support enterprise-wide workforce planning approach		Dec-22	ongoing	Effective	L&D Partner
Overall control Effectiveness					Effective	Quarter Ending March 2023
Planned Treatment			Status	Due Date	Revised Due Date	Responsible Officer
1	Development of a recruitment promotional video		On schedule	30/12/2022	30/06/2023	UM P&C
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" "						
Planned treatment update PT01 has been extended from Dec 2022 to June 2023						
Comments						
<div>Controls added</div> <div>20. Leadership framework implemented (Marion Accelerate Program)</div> <div>21.Partnership with external SME to co-develop organisational approach to the Workforce of the Future strategy</div> <div>No change to risk rating - will review next quarter to see if new controls have made any impact.</div>						
Completed Controls and Treatment plans						
<div>Two PT's have been closed</div> <div>3. Partnership with external subject matter expert to co-develop organisational approach to the Workforce of the Future strategy - completed</div> <div>4. Leadership framework to be developed and implemented (will replace/revamp the LEAD program) replaced with Marion Accelerat Program - completed</div>						
UPDATES						
<div>April 2023 (MM) - Recruitment Promotional Video on track for completion.</div> <div>April 2023 (ELT) - The completion on the promotional video next quarter won't be enough to mitigate this risk to medium. For Q4 consideration, please discuss:</div> <div>'- Adding more to Implemented Controls on rention of staff</div> <div>'- Adding Planning Treatments on:</div> <div>'A) an 'Employee Value Proposition',</div> <div>'B) 'Remuneration Policy', and</div> <div>C) 'Undertake a comprehensive review of our Recruitment Policy'</div>						

RISK ID	CR0026				
DATE LAST REVIEWED	April 2023"				
ELT	CEO				
SLT	People & Culture				
Likelihood Rating	Likely	INHERENT Risk Rating	CURRENT Risk Rating	TARGET Risk Rating	
Consequence Rating	Moderate				
Risk Description					
Injury or harm/damage arising out of a failure of CoM contractors to comply with contract conditions and CoM HSE requirements					
Risk Statement					
There is a risk of non-performance of contractors engaged by City of Marion to undertake high risk Land & Property related activities as a consequence of a failure to effectively apply a rigorous, commercial and proactive contractor induction and management process which may result in a failure to deliver services within the intended scope, budget and timeframe and to the required standard of safety and legislative compliance leading to additional operational costs, the potential for injury or harm, litigation and reputational and community relationship degradation					
Link to Strategic Plan	Council of Excellence				
Link to Business Plan	Develop the City of Marion Building Asset Strategy to meet community, sport and recreation needs				
Context/Background and Environmental considerations					
CoM Contractor Management processes are manual, with no clear process or system having been implemented into the City Property team through a trained and supported approach.					
Stakeholders		Consultation			
SafeWork SA, Community (facility users), Staff (facility users), Elected Members, Risk Unit, City Activation, Operational Support		Consultation through City Property team meetings and regular engagement with the Risk Team			
Risk source - Causes/Drivers					
<ul style="list-style-type: none">- Ineffective procurement processes that evaluate Contractors' WHS practices/performance- Inconsistent / Ineffective WHS induction of contractors- Ineffective monitoring and evaluation of Contractors' WHS practices/performance- Failure to undertake site inspection and hazard identification prior to commencement of work.					
Potential Consequences					
<p>Serious injury to Workers, Contractors or member of Public</p> <ul style="list-style-type: none">- Disruption to works impacting CoM & team- Disruption to works impacting local community- CoM exposure to liability- Officers' exposure to criminal litigation- Reputation damaged through adverse media coverage- Net increase in operating costs					
Implemented Controls		Endorsed/last reviewed Date	Review Date	Control Effectiveness	Responsible Officer
1	Contract Management Policy & Procedure	Jun-21	May-23	Effective	Mgr. St Procurement
2	Contract Management Procedure	ongoing	ongoing	Effective	Mgr. St Procurement
3	Procurement Procedure	ongoing	ongoing	Effective	Mgr. St Procurement
4	Tender Evaluation Procedure	ongoing	ongoing	Effective	Mgr. St Procurement
5	Contractor Site Induction (inc handover of CoM risk assessment plus contractor generated site hazard and risk assessment before commencement)	Oct-19	Oct-23	Effective	Mgr. St Procurement
6	Contractor Insurance - recording and monitoring currency	ongoing	ongoing	Effective	Mgr. St Procurement
7	CoM Insurance	Jul-22	Jul-23	Effective	UM Strategy & Risk
8	Contractor Management Inductions forms	Jun-22	ongoing	Effective	Mgr. St Procurement
9	Contractor Induction/Observation/Monitoring forms are completed for site induction, observation and monitoring (inc record keeping)	Jun-22	ongoing	Effective	Mgr. St Procurement
10	Insourced roles that were previously outsourced to create efficiencies	Mar-23	ongoing	Effective	Mgr. Ops
Overall control Effectiveness				Effective	Quarter Ending March 2023
Planned Treatment		Status	Due Date	Revised Due Date	Responsible Officer
4	Implement Contract Performance Evaluation process	Behind schedule	30/06/2022	30/12/2022 31/7/2023	Mgr. City Property
5	Review of WHS process for Contractors	Plan & Scoping	30/09/2023		UM WHS
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" or reported "Complete"					
IC2 Cross Council collaboration (peer review of initiatives) - removed as no longer completed					
January 2023 - New PT added: Review of WHS process for Contractors - WHS currently reviewing the process across CoM. Planned Treatment 4 - Implement Contract Performance Evaluation Process - revised due date to enable a broader review of the contract management framework in line with the procurement team.					
April 2023 'IC10 added ' 'Insourced roles that were previously outsourced to create efficiencies'.					
UPDATES					
April 2023 - PT 'Implement Contract Performance Evaluation process' has had its date revised from 30/12/2022 to 31/7/2023. The additional time is to enable a broader review of the whole contract management framework.					

RISK ID	CR0053					
DATE LAST REVIEWED	April 2023"					
ELT	City Services					
SLT	Information Services/Manager Operations/Manager City Activation					
Likelihood Rating Consequence Rating	Likely Major	INHERENT Risk Rating	CURRENT Risk Rating	TARGET Risk Rating		
Risk Description						
Ineffective & inefficient organisational project and portfolio management/monitoring to deliver strategic objectives and outcomes						
Risk Statement						
There is a risk that work areas across the organisation are managing projects and project risk through differing methodology and that projects are not easily able to be monitored by the Executive Leadership Team.						
Link to Strategic Plan	Council of Excellence					
Link to Business Plan	Digital Transformation					
Context/Background and Environmental considerations						
The Project Management Office was introduced a number of years ago with a Project Leader and a Project Support Officer. The team developed a Project Management Policy and Framework and implemented CAMMS project management software however, the implementation and uptake of these documents and software solution was inconsistent.						
Stakeholders		Consultation				
All data users within the business		All stakeholders				
Risk source - Causes/Drivers						
- Inefficient set-up & utilisation CAMMS system - Lack of PMO resources - Inadequate assessment of organisational PM needs - Omission of key considerations in project outline e.g.: risk/WHS/finance/reporting/contracts						
Potential Consequences						
- Failure to achieve strategic objectives - Poor business/project planning-. Inability to effectively delivery of projects - Inappropriate use of resources - Inadequate staff levels for projects - Community dissatisfaction - Reputation damage						
Implemented Controls			Endorsed/last reviewed Date	Review Date	Control Effectiveness	Responsible Officer
1	Prudential Management Policy		Dec-21	Dec-22- May 23	Requires Improvement	CFO
2	CAMMS project management software (contract)		Mar-22	Mar-23	Requires Improvement	Snr PM FT
3	Monthly Project Control Board meetings		ongoing	ongoing	Effective	Snr PM FT
4	Monthly financial reporting		ongoing	monthly	Effective	CFO
8	Monthly Capital Works Meeting and Monthly Capital Works Report		ongoing	ongoing	Effective	Snr PM FT
9	CAMMS training conducted for users		ongoing	ongoing	Effective	Snr PM FT
10	KPMG Internal Audit - Project Management Framework- endorsed		Jun-22	ongoing	Effective	Snr PM FT
11	System Training		Sep-22	ongoing	Effective	Snr PM FT
Overall control Effectiveness					Effective	Quarter Ending March 2023
Planned Treatment			Status	Due Date	Revised Due Date	Responsible Officer
1	Project Management Framework		Complete	Apr-23		Snr PM FT
2	Internal review and refresh of Project Management Framework- draft to be shared with SLT and ELT, and presented to Council for endorsement.		Complete	30/06/2022	30/04/2023	Snr PM FT
3	Implement a new Project Management software solution		On schedule	01/09/2023		Snr PM FT
4	Prudential Management Policy being refreshed		On schedule	30/04/2023	31/05/2023	CFO
5	Interim Sharepoint PMO Solution		On schedule	30/06/2023		TL Records Mgmt
6	PMO implementation		On schedule	July 2023*		GM City Services
7	Investigate Cross Council Collaboration for tendering and implementation of PM Software solution.		On schedule	01/09/2023		Snr PM FT
8	Change Management training of new PMF and software solution with communication strategy		On schedule	31/12/2023		Mgr PMO
9	Internal audit on implementation of the PMO		Not commenced	30/09/2024		Mgr. OoCEO
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" or reported "Complete"						
- IC3 - CAMMS project management software (contract) - control effectiveness changes to requires improvement. CAMMS still being used for PM, but it doesn't interface with new financial system and has been determined to be an ineffective PM system moving forward. PT control in place to find replacement software solution. - IC4 - Amended to Project Control Board as per endorsed PMF. The reporting around project management has changed with the Capital works, project control board and DPT steering group meetings all occurring in a three hour block to ensure that all projects and managed and reported the same. All ELT and PM's attend. - IC8 - remove, this will be merged with new Project Control Board as per PMF. - IC9 - remove, CAMMS will be replaced with new software solution later this year, no further training on this software will be occurring. - IC11 - remove from IC and place in PT for new PMF and software solution. - IC2 - Project Mangement Framework endorsed by Council April 2023. Finalisation of systems occurring, with imlementation of the new PMF cmmencing July 2023. - PT2 - Complete and PMF approved by Council April 2023. - PT5 - Added. An interim solution before the PM software is implemented, sharepoint solution is being created in house aligned to the requirements of the PM Framework. - PT6 - Recruitment for PMO commenced. Applications for Mgr PMO closed 20 April 2023. EPMO Analyst role PD being finalised before being advertised. Currently responsibility of GM City Services, byut may shift to CEO as PMO will report to CEO. - PT8 - Added 'Change Management training of new PMF and software solution with communication strategy' - PT9 - Added 'internal audit on implementation of the PMO', to ensure it is operating efficiently.						
UPDATES						
- April 2023 - a lot of progress made on PMF during Quarter 3, see 'rational for controls' which details updates.						

RISK ID	CR0058					
DATE LAST REVIEWED	17/04/2023					
ELT	City Services					
SLT	Engineering Assets and Environment					
Likelihood Rating	Possible	INHERENT Risk Rating	CURRENT Risk Rating	TARGET Risk Rating		
Consequence Rating	Major					
Risk Description						
Failure to understand, plan and act to respond to the projected impacts of climate change						
Risk Statement						
There is a risk that extreme weather events, coastal inundation and protracted and enduring changes in weather patterns caused by climate change/global warming will result in an increase in operating costs due to asset damage and accelerated deterioration, damage to Council natural and built environments and an increasing disconnect between Councils capacity to deliver facilities and services and the community's expectations						
Link to Strategic Plan	Valuing Nature					
Link to Business Plan	Series of supporting processes and guidelines (i.e. ESD guidelines for new building and refurbishments) guide project/initiatives such as the development of the Asset Management Plans					
Context/Background and Environmental considerations						
Climate change is already affecting aspects of CoM operations including how we undertake business and activities and how we design, build and refurbish facilities and infrastructure. It is recognised that unless we ensure we have a sound understanding of the projections and impacts of climate change and incorporate this knowledge into the design and management of infrastructure and the mode of delivery of services we risk exposing the community to increased operating costs and a decrease in the utility of infrastructure and service.						
Stakeholders		Consultation				
Community, Elected Members, State and Federal Governments, Risk Unit/ Governance, City Activation, City Development, SME's and Local Business, Resilient South, Regional Climate Partnership, Consultants		Consultation through the Climate Risk Governance assessment (internal survey/SLT Interview/ focus/group interview). Common Thread engagement initiative, Local Member, Resilient South Regional Climate Partnership collaboration, Community of Practice (through RCP)				
Risk source - Causes/Drivers						
<ul style="list-style-type: none">- Lack of climate change awareness / understanding- Lack of recognition for climate risk mapping in urban planning (PDI Act) and decision making (climate hazard mapping)- Failure to include Climate Change consideration in business activities/operations (inc events, asset management planning & CapX projects)- Inadequate stakeholder engagement- Poor inter-departmental collaboration and communication- Increasing carbon emissions- Planning application approvals in unsuitable areas						
Potential Consequences						
<ul style="list-style-type: none">- Catastrophic damage to assets and infrastructure during extreme weather (e.g. flooding and fire)- Increased cost of remedial works- Increased cost of mitigation works- Dissatisfied community- Damage to coastal zone from storm surge- Property value decreases- Increased difficulty in obtaining insurance cover/increased premiums- Increased difficulty in obtaining loans if financial institutions require evidence of responses to climate change impacts- Adverse impact of vulnerable people during extreme weather events (e.g. heat wave)- Increased operating costs- Reduction in asset lifecycle						
Implemented Controls			Endorsed/last reviewed Date	Review Date	Control Effectiveness	Responsible Officer
1	CoM Climate Change Policy		May-21	May-25	Effective	UM ES
2	Resilient South Regional Climate Change Adaptation Plan-/Implementation Plan-		2015-2019	Jun-23	Effective	UM ES
3	Resilient South Local Government Regional Implementation Plan-					UM ES
4	Coastal Climate Change Adaptation Plan including baseline monitoring to detect early changes to risk.		2019	Jun-24	Effective	UM ES
5	Program and schedule of External Education via events, networking, workshops etc.		ongoing	ongoing	Effective	UM ES
6	Environmental induction including climate change content- awareness training		ongoing	ongoing	Requires Improvement	UM ES
7	Energy Efficiency and Renewable Energy Plan		July 2018		Effective	UM ES
8	Asset & Public Liability Insurance		01/07/2022	30/06/2023	Effective	UM ES
9	EM and Staff Induction-					UM ES
10	Carbon Neutral Plan		2021	2030	Effective	UM ES
11	Asset Management Plans		ongoing	ongoing	Effective	UM ES
Overall control Effectiveness						Quarter Ending March 2023
Planned Treatment			Status	Original Due Date	Revised Due Date	Responsible Officer
1	Update Review of climate change projections/observations & use of pathways approaches in adaptation planning as part of the Resilient South Regional Implementation Plan review.		Complete	30/06/2023		UM ES
2	Develop & implement Resilient Asset Management Pilot (RAMP) program		On schedule	30/06/2025		UM ES
3	Deliver the Coastal Climate Change Monitoring Program		On schedule	30/06/2024		UM ES
4	Undertake a skills/capability audit & document training gaps in the TNA		Behind schedule	30/06/2022	01/06/2024	UM ES
5	Develop and implement a Resilient South Regional Climate Action Plan		Plan & Scoping			UM ES
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" or reported "Complete"						
Following consequence reworded						
Reduced rates revenue as property values go down to Property values decrease						
No Change to Risk Rating						
UPDATES						
April 2023 (MA) - review complete, seeking update on skills capability audit.						
April 2023 (RN) - skill and capability audit not on track. I've changed this to 2024. Also removed staff and EM induction from the controls list as not in place. LGA are looking to provide this and we will move to this once implemented. The Resilient South regional "implementation" plan is in review at the moment and due for completion mid-year. The regional adaptation plan remains current for now.						
'April 2023 (ELT) - Consider for Q4 - changes currently being shifting some reporting to mandatory requirements, such as financial disclosures. This may need to be added as a Planned Treatment.						

RISK ID	CR0064				
DATE LAST REVIEWED	April 2023"				
ELT	Corporate Services				
SLT	Information Services				
Likelihood Rating	Likely	INHERENT Risk Rating	CURRENT Risk Rating	TARGET Risk Rating	
Consequence Rating	Moderate				
Risk Description					
Decentralised, unsupported and unintegrated ICT systems to support current and future needs.					
Risk Statement					
There is a risk that having decentralised IT systems that are not fit for purpose through the lack of strategic planning for IT will cause unstable systems or failures, inefficiencies, and not allow progression of key business developments resulting in poor customer experience, frustrated staff.					
Link to Strategic Plan	Engaged				
Link to Business Plan	Digital Transformation Program				
Context/Background and Environmental considerations					
Old systems and old technologies used, these have caused inefficient work arounds for the systems. The planning and endorsement of the Digital Transformation Project has taken time to scope and present for endorsement from Council. Budget endorsement from Council was needed. The restructure of the organisation has moved the ownership of addressing these risks to the DTP.					
Stakeholders		Consultation			
All data users within the business		ELT, SLT & work areas via meetings			
Risk source - Causes/Drivers					
<div>- Ineffective implementation of the DT program</div> <div>- IT platform and operating systems no longer pertinent, potentially unfit for Business over the long term</div> <div>- Lack of strategic planning & investment in Business systems as Information Management assets</div> <div>- Lack of timely engagement with IT</div> <div>- Business units implement their own technology solutions</div> <div>- Lack of common IT architecture</div> <div>- Shortage of IT resources</div>					
Potential Consequences					
<div>- Inefficient corporate software systems</div> <div>- Ineffective use of IT staff resources</div> <div>- Inability to support & progress key business developments</div> <div>- Lack of flexibility, capacity &/or capability for future options</div> <div>- Poor customer experience</div> <div>- Frustrated staff - low morale</div> <div>- Increase turnover of staff</div> <div>- Business inefficiency</div> <div>- System instability &/or failures</div>					
Implemented Controls		Endorsed/last reviewed Date	Review Date	Control Effectiveness	Responsible Officer
1	DTP ELT Meetings (ICT steering committee)	Aug-20	Dec-23	Effective	CIO
2	Digital Transformation Plan (embedded into ABP&B process)	Nov-20	Jun -23	Requires Improvement	CIO
3	DTP Change Management and Communication Plan	Feb-22	Jun -23	Requires Improvement	CIO
4	Digital Literacy training plan	Jan-21	Jun -23	Partially Effective	CIO
5	IS team of qualified & experienced personnel inc dedicated BA and PM resources (service review undertaken)	June 2022	Ongoing	Effective	CIO
6	IS performance reporting to ELT & FRAC	Aug-20	Dec-23	Effective	CIO
7	Cross Council collaboration (peer review of initiatives)	Jun-20	Jun-23	Partially Effective	CIO
8	CRM system	Jan-22	Jan-23	Effective	CIO
9	HR/payroll system	Jul-22	Jul-23	Partially Effective	CIO
10	Finance system	Jul-22	Jul-23	Partially Effective	CIO
Overall control Effectiveness				Effective	Quarter Ending March 2023
Planned Treatment		Status	Due Date	Revised Due Date	Responsible Officer
1	Digital Transformation IS Project	On schedule	30/06/2023		CIO
1c	Asset Mgt new system (phase 1)	On schedule	30/12/2022	30/06/2023	CIO
2	Reviewing CoM Technology landscape and developing an IT strategy	On schedule	01/03/2023	30/06/2023	CIO
4	Close Digital Literacy project and develop a plan to transition into an ongoing operational activity with IS & People and Culture	On schedule	30/06/2023		CIO
5	Work with external Agencies to fill short term resourcing issues	On schedule	26/05/2023		CIO
6	Comprehensive review required post implementation of IT Strategy	Not commenced	31/12/2023		CIO
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" or reported "Complete"					
April 2023 PT2 Reviewing CoM Technolgy Landscape and developing an IT Strategy. Consultation with SLT on the IT Strategy has occurred. New PTs added, to mitigate risk to medium: PT4 - Close Digital Literacy project and develop a plan to transition into an ongoing operational activity with IS & People and Culture. PT5 - Work with external Agencies to fill short term resourcing issues PT6 - Comprehensive review required post implementation of IT Strategy					
UPDATES					
April 2023 - see in 'rationale' box					

RISK ID	CR0095				
DATE LAST REVIEWED	April 2023"				
ELT	Office of CEO				
SLT	Business Intelligence Lead				
Likelihood Rating	Possible	INHERENT Risk Rating	CURRENT Risk Rating	TARGET Risk Rating	
Consequence Rating	Major				
Risk Description					
Poor data quality and data governance not supporting informed decision making.					
Risk Statement					
There is a risk that poor quality and access to data within CoM systems doesn't allow for data driven decision making.					
Link to Strategic Plan	Council of Excellence				
Link to Business Plan	Digital Transformation Project				
Context/Background and Environmental considerations					
Due to the limited functions of the business systems, the business has needed to make manual work arounds, this can lend to data entry errors, this can contribute to long processes for information gathering and decision making.					
Stakeholders		Consultation			
Council, ELT, SLT and SMEs wishing to use data to support decision making.		Digital Transformation Program			
Risk source - Causes/Drivers					
<ul style="list-style-type: none">- Ineffective implementation of the DT program- Business units implement their own technology solutions- Lack of single source of truth for Corporate data- Inadequate strategic awareness/oversight of corporate data processes- Lack of standardised Data Quality Assurance processes- Obsolete Data Governance Framework- No resource/capacity to review/embed the Data Governance Framework- Poor data capture due to inadequate training around business processes & systems- Lack of IT training for staff (no IT Trainer role)- Lack of mobility tools for outdoor staff to capture data- Ineffective use of end user reporting and query tools- Lack of single source of truth for Corporate data					
Potential Consequences					
<ul style="list-style-type: none">-Non-compliance with related regulations/ legislation- Unsupported decision making- Inability to deliver identified business outcomes Inability to address business issues- Inability to provide innovation and improve efficiencies- Lack of data integrity- Inability to measure outputs and outcomes, resulting in unsupported decision making- Increased errors due to inefficient work processes- Decreasing value of data assets					
Implemented Controls		Endorsed/last reviewed Date	Review Date	Control Effectiveness	Responsible Officer
1	DTP ELT Meetings (ICT steering committee)	Aug-21	Dec-23	Effective	GM-Corp Serv
2	Vendor management reviews of software enhancements/faults	Jan-21	ongoing	Effective	IT Manager
3	Software owner roles & responsibilities documented (org wide vs departmental)	ongoing	ongoing	Effective	IT Manager
4	Core application systems user groups with ICT business unit account & manager roles	ongoing	ongoing	Effective	IT Manager
5	Business intelligence/data analytics reporting toolset (MS PowerBI)	ongoing	ongoing	Effective	BI Lead
6	Data and Analytics strategy endorsed	Feb-22	ongoing	Effective	BI Lead
7	ICT Service Reviews and ICT Internal Audit recommendations implemented	Dec-21	ongoing	Effective	GM Corp Serv
8	Data Governance Framework	Dec-22	Dec-26	Effective	Mgr. OoCEO
9	Performance Organisational Review Committee	ongoing	ongoing	Effective	Mgr. OoCEO
Overall Control Effectiveness				Effective	Quarter Ending March 2023
Planned Treatment		Status	Due Date	Revised Due Date	Responsible Officer
7	Finalise the data analytics road map for the implementation of the strategy and framework	On schedule	30/06/2022	30/07/2023	BI Lead
8	Implementation of Data and Analytics program	On schedule	01/12/2024		BI Lead
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" or reported "Complete"					
- IC9 - Added 'Performance Organisation Review (POR)' which is a monthly meeting with all SLT to discuss data and performance.					
UPDATES					
18/04/2023 [CA] - Data Catalogue is in progress. Data Governance policies are being written for review and implementation.					
27/04/2023 [KM] - A new Business Intelligence Analyst has now been recruited and commenced in April 2023					

6.3 Draft Internal Audit Plan 2023-25

Report Reference	FRAC230516R6.3
Originating Officer	Manager Office of the Chief Executive – Kate McKenzie
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Acting Chief Executive Officer - Ben Keen

REPORT OBJECTIVE

That the Finance Risk and Audit Committee (FRAC) endorses the Internal Audit Plan 2023-2025

RECOMMENDATION

That the Finance Risk and Audit Committee:

1. Endorses the Internal Audit Plan for 2023-2025

DISCUSSION

The internal audit program provides Council and management with assurance over internal controls to reduce or eliminate risk to the organisation. KPMG are currently engaged until June 2025 as the City of Marion's (CoM) internal auditors.

On Friday, 14th April 2023, representatives from City of Marion Executive Management Team attended a collaborative workshop with KPMG and the Cities of Charles Sturt and Port Adelaide Enfield, to discuss the development of a new internal audit plan and the options for collaborative audits.

A draft Internal Audit Plan (**Attachment 1**) has now been developed. The Plan is based on current global risk exposures, industry trends, the Council's assurance map and the current corporate risk registers.

The Plan includes a total of 8 projects with 4 per year. There is a potential budget for a further audit to be included per year if required.

A summary of the proposed internal audits include:

2023/24

- Contract Value for Money
- Tendering Management (process and controls)
- Assurance Mapping
- Cloud Vendor/Third Party Cyber Risk Assessment

2024/25

- Project Management Framework
- Financial Controls Internal Audit
- Community Safety (Include review of call out times/overtime)
- Data Governance Feedback is sought from the FRAC on the proposed program of work.

ATTACHMENTS

1. City of Marion IA Plan F Y 24__ F Y 25__ - FINAL 29 nh 1 kv X 1 k OZ Nb 38 c p V Rg [6.3.1 - 17 pages]



City of Marion Two-year Internal Audit Plan (FY2024 & FY2025)

May 2023

Acknowledgement of Country

KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past, present, and future as the Traditional Custodians of the land, water and skies of where we work.

At KPMG, our future is one where all Australians are united by a shared, honest, and complete understanding of our past, present, and future. We are committed to making this future a reality. Our story celebrates and acknowledges that the cultures, histories, rights, and voices of Aboriginal and Torres Strait Islander People are heard, understood, respected, and celebrated.

Australia's First Peoples continue to hold distinctive cultural, spiritual, physical and economical relationships with their land, water and skies. We take our obligations to the land and environments in which we operate seriously.

We look forward to making our contribution towards a new future for Aboriginal and Torres Strait Islander peoples so that they can chart a strong future for themselves, their families and communities. We believe we can achieve much more together than we can apart.

*This acknowledgement of country has been developed within KPMG Indigenous Network (KIN) should you wish to modify the wording please reach out for consultation of the KIN. The KIN is a culturally safe and supportive space for Aboriginal and Torres Strait Islander colleagues from all geographies, divisions, and levels of the firm and you can get in touch by emailing smoates@kpmg.com.au

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Background

Introduction

KPMG has been appointed by the City of Marion (CoM or the Council) to develop and deliver a two-year strategic Internal Audit Plan for FY2024 and FY2025.

Approach

The development of the Internal Audit Plan has had regard for the CoM's Strategic Management Framework, Community Vision - Towards 2040, Strategic and Corporate Risk Registers and changes to the organisational processes and has considered core business processes and controls. The Internal Audit Plan has also had specific regard to the key risks, levels of assurance and potential areas for third party assurance identified in the CoM's Assurance Map.

Finance, Risk and Audit Committee – Internal Audit Oversight Role

The CoM has established a Finance, Risk and Audit Committee whose key activities include overseeing Internal Audit. In respect to ongoing internal audit activities, the Committee's role includes:

- Reviewing, and providing information relevant to the scope of the Internal Audit and service review programs, including whether the program systematically addresses:
 - Internal controls over significant risk, including non-financial management control systems.
 - Internal controls over revenue, expenditure, assets and liability processes.
 - The efficiency, effectiveness and economy of significant Council programs and activities.
 - Compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.
 - Whether employees have sufficient competencies (facilitated by up to date training) to enable them to fulfil their roles.
 - A review of the CoM's strategic management plans and annual business plans to ensure appropriate allocation of resources necessary to achieve the objectives of the plans.

- Critically analysing and following up any internal audit or service reviews report that raises significant issues and review Management's response to, and actions taken as a result of issues raised.
- Reviewing the appropriateness of special assignments undertaken by Internal Audit and service reviews provider at the request of the Chief Executive.
- Reviewing the level of resources allocated to review and the scope of its services and authority.
- Facilitating liaison between the Internal Audit/service review provider, and external auditor to promote compatibility, to the extent appropriate, between their programs.

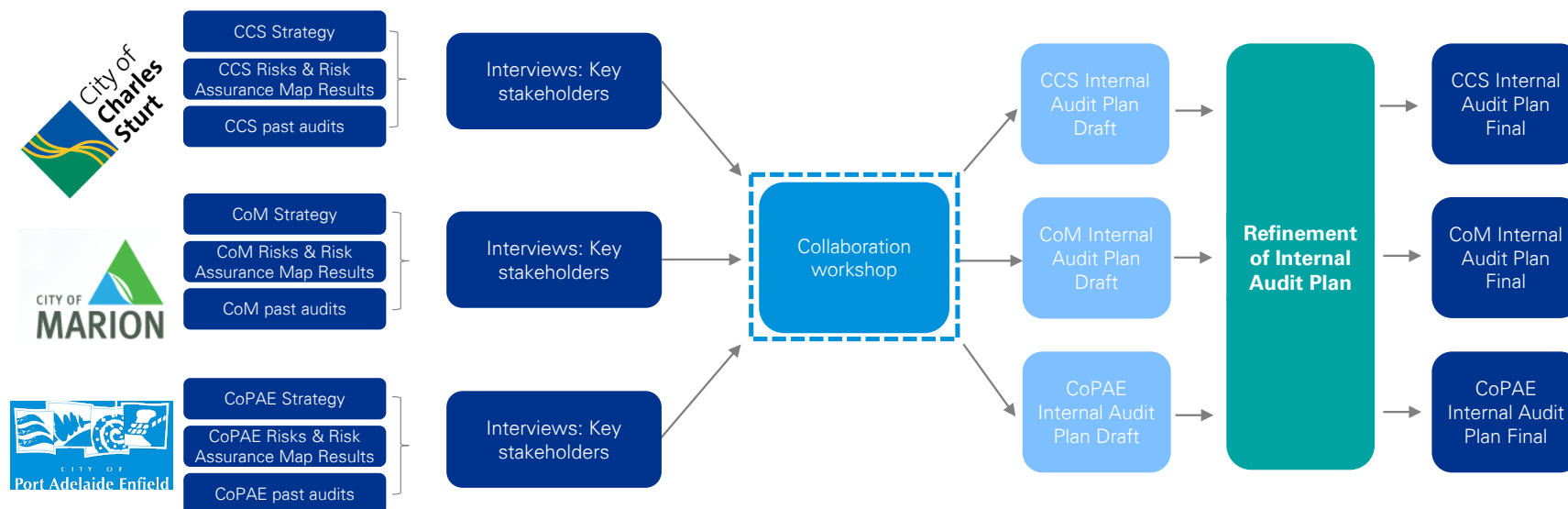
The Finance, Risk and Audit Committee's role also includes other functions including oversight of external audit, service reviews, internal controls and risk management systems, financial reporting and prudential requirements and other matters.

Collaborative Internal Audit Model

The CoM has engaged KPMG to provide Internal Audit Services under a collaborative arrangement with the City of Charles Sturt (CCS) & City of Port Adelaide Enfield (PAE).

As part of the Internal Audit Plan development process, a number of collaborative projects were selected through a joint planning workshop with all three Councils. It is intended that these projects will be jointly delivered, and will include benchmarking and identified opportunities to improve processes across both councils.

Internal Audit Plan – Development Approach



Internal audit plan inputs

- The CoM, CCS & CoPAE Strategic and Community Plans.
- Current risk registers
- The CoM, CCS & CoPAE's staff views and experience.
- KPMG's sector experience including input from national experts.
- The CoM's Assurance Map results/other relevant documentation.

Interviews

- Key stakeholder interviews were held with Council Governance & Executive teams to understand and obtain input of the risks managed by each division and core challenges.
- Consistent questioning, including the noting of key strategic and emerging risks for each Council to enable comparison of interview outputs.

Collaboration workshop

- A joint collaboration workshop was held with the Council Governance and Executive teams to develop the Internal Audit Programs for each Council, including identifying opportunities for projects to be performed collaboratively.

Final internal audit plans

- The final output of this process resulted in separate two-year internal audit plan document for the CoM, CCS and CoPAE.

CoM & Local Government Established and Emerging Risks

In working with the CoM in developing the FY2024-2025 Internal Audit Plan, consideration has been given to the strategic and emerging risks facing the CoM and the broader Local Government sector. A workshop was held with the Executive Team to understand how these risks will be addressed within the Internal Audit Plan.

A summary of the key strategic and emerging risks discussed are listed below.



Recommended Internal Audit Projects (FY2024) - Year 1

Recommended Internal Audit Projects FY2024

The recommended list of internal audit projects for FY2024, along with the estimated timing and if the project will be a collaborative project is provided in the table below. The Internal Audit Plan remains flexible to include or substitute other relevant projects as required. Coverage of the CoM's Assurance Map is detailed on pages 11 – 13.

REF.	Project Title and Description	Category	Timing	Collaborative Project
24-01	Contract Value For Money Review This project will include a deep dive review for a sample of agreed Council contracts to assess the value for money outcomes of the contract. In selecting a targeted sample, consideration will be given to the overall expenditure of the services provided by the contract, contracts with higher potential for incorrect charges (or who have had historical recoveries of incorrect charges), as well as service levels and performance. Sample testing will also be performed to check appropriate costs and rates have been charged to the Council.	Governance/ Operations	Q1	✓
24-02	Tendering Management (Process & Control) The objective of this internal audit will include assessing the risks and controls associated with the Council's tendering process. The internal audit will include assessing the compliance with respective Council's policies, as well as the overall efficiency and effectiveness of the tendering process.	Operations	Q2	✓
24-03	Assurance Mapping Internal Audit This internal audit will provide an updated assurance map for the CoM's Strategic Risk Register, including the mapping of assurance coverage across the 1 st , 2 nd and 3 rd lines of defence for each of the CoM's strategic risks, and identification of gaps and duplication of assurance.	Governance/ Operations	Q2-3	-
24-04	Cloud Vendor/Third Party Cyber Risk Assessment This review will include assessing and understanding the cyber resiliency of critical IT vendors for the Council. Areas of focus will include assessing the third-party vendors' capacity to mitigate against large-scale disruptive events, cyber-resiliency preparedness, recovery capability and capacity, oversight of subcontractors, vendor Recovery Point Objective (RPO) and Recovery Time Objective (RTO), data confidentiality agreements, oversight of fourth parties and cyber insurance.	Information Technology	Q3-4	✓

Recommended Internal Audit Projects (FY2025) - Year 2

Recommended Internal Audit Projects FY2025

The recommended list of internal audit projects for FY2025, along with the estimated timing and if the project will be a collaborative project is provided in the table below. The Internal Audit Plan remains flexible to include or substitute other relevant projects as required. Coverage of the CoM's Assurance Map is detailed on pages 11 – 13.

REF.	Project Title and Description	Category	Timing	Collaborative Project
25-01	Project Management Framework Post Implementation Review Review of the effective implementation of the CoM's recently implemented Project Management Framework and that it is contemporary, fit-for-purpose and aligned to better practice.	Operations	Q1	-
25-02	Financial Controls Internal Audit The project will include a health check of key financial controls including accounts payable, accounts receivable, month-end financial reporting and cash management. The scope of this audit will not replicate the work performed by external audit and timing of fieldwork to be confirmed with CoM Management.	Finance	TBA	✓
25-03	Community Safety (Including review of call out time/overtime) The objective of this internal audit will be to consider the effectiveness of the CoM's community safety management policies, procedures and controls. This internal audit can include review over the following areas related to community safety: <ul style="list-style-type: none"> • Call out & Overtime relevant policy, procedures and processes • Dog and Cat Management • Community nuisance complaints (for items such as noise and smoke). 	Operations	Q2-3	✓
25-04	Data Governance The scope of this internal audit will consider the following areas: <ul style="list-style-type: none"> • Identified strategies for data governance across each Council. • Identification of relevant data domains across the entity, the related IT systems, and any data governance activities currently in place. • Assessment of the maturity of data governance across the organisation against the KPMG Data Governance Framework to form a baseline "Current State" for data governance at the Local Government. 	Governance	Q4	✓

Other Recommended Internal Audit Projects

Other Recommended Internal Audit Projects

Other recommended internal audit projects are listed in the table below. These projects were identified as potentially valuable projects to undertake by the CoM Stakeholders interviewed, but were not selected as a high priority for the Internal Audit Plan.

REF.	Project Title and Description	Category
OP-01	Strategic Asset Management This internal audit will include a review of the CoM's asset management plans for an agreed selection of asset categories, including assessing the plans against contemporary better practices across the asset management lifecycle, long term capital budgeting/monitoring, asset data/records and condition monitoring.	Operations
OP-02	Digital Transformation Program Health Check 2 This internal audit will include an updated review of the CoM's Digital Transformation Program, with a focus on the effective implementation of the recommendations from the 2022 KPMG Digital Transformation Program Health Check and the processes and controls in place to initiate projects. A deep dive for one selected project will also be performed, to understand key lessons learned and assess against better practice and the CoM's relevant PMO policies and procedures.	Information Technology
OP-03	Data Insights Reporting Review This review will include understanding the use of data across the CoM to ensure data is being captured and utilised to inform decision making. The scope of this project will including selecting one business area (such as asset management) to understand key data collected and used for reporting to inform better decision making.	Information Technology
OP-04	Risk Register Core Controls Testing The objective of this internal audit will be to review the effective implementation for a sample of core controls detailed within the CoM's Risk Register (bow tie analysis) to ensure core controls are suitable and also mitigating risk effectively. A focus will be given to reviewing the high rated risks and their associated controls.	Operations

Appendices



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Appendix 1 – Assurance Map

Assurance Map

In February 2021, an internal audit (**IA**) of assurance across the CoM was performed leading to the creation of an Assurance Map. This Map highlighted the top 19 strategic risks facing the CoM and provided management insight into the strengths and vulnerabilities across the Council by identifying the levels of assurance in place according to each risk. Detailed below, the Assurance Map's top 19 strategic risks have been aligned to the proposed list of internal audit projects for FY24 and FY25.

#	Risk Description	Inherent Risk Rating	Indicative Overall level of assurance	Indicative Audit Plan Timing		Detail
				Past Audits	FY24 & FY25	
1	Capability and capacity to deliver the CoM's Strategic Plan and Council objectives is not provided by organisational resources	High	Medium	✓	✓	<ul style="list-style-type: none"> In FY23, a Customer Experience and the Community Consultation internal audit were performed. In FY25, a Community Safety (Including review of call out time/overtime) internal audit is planned.
2	Risk of breach in core financial controls	Extreme	High	✓	✓	<ul style="list-style-type: none"> In FY22, a Fraud Framework Review IA project was performed. In FY25, a Financial Controls Internal Audit is planned to complete a health check of CoM's key financial controls.
3	Risk of the CoM failing to attract and retain existing and new businesses	High	Medium / Low			<ul style="list-style-type: none"> No projects have been included in the FY24-25 IA Program, noting that other areas of higher priority were selected.
4	Failure in strategic asset management	Extreme / High	Medium	✓	✓	<ul style="list-style-type: none"> In FY22, a Project Management and Contract Management IA project were performed. In FY25, a Project Management Framework Post Implementation Review will be undertaken to review the effective implementation of the CoM's recently implemented Project Management Framework.
5	Risk of ineffective contractor management	Extreme / High	Medium – Pre Contract, Low Post Contract	✓	✓	<ul style="list-style-type: none"> In FY22, a Contract Management IA project was performed to consider the CoM's overall framework for managing contracts focused on post contract execution. In FY24, a Contract Value for Money collaborative Internal Audit is planned which will review a sample of council contracts and the appropriateness and money outcomes.
6	Risk of breach in statutory and legislative requirements	High	Medium	✓	✓	<ul style="list-style-type: none"> In FY22 & FY23, relevant internal audits coverage of various legislation has included: Fraud Framework Review, Contract Management, Cyber, Volunteer Management and Service Delivery /Community Consultation In FY25, a Community Safety (Including review of call out time/overtime) internal audit is planned.

Assurance Map (Continued)

#	Risk Description	Inherent Risk Rating	Indicative Overall level of assurance	Indicative Audit Plan Timing		Detail
				Past Audits	FY24 & FY25	
7	Risk of serious harm or death to Council staff, contractors and volunteers	Extreme / High	High	✓	✓	<ul style="list-style-type: none"> In FY22 & FY23, the Contractor Management and Volunteer Management IA projects were performed which has included consideration of the CoM's WHS arrangements, processes and relevant key controls. In FY25, a Community Safety (Including review of call out time/overtime) internal audit is planned.
8	Failure to develop and maintain relationships key relationships, including with government and private sector partners	High	Low	✓		<ul style="list-style-type: none"> In FY22, a high level desktop review was performed over the CoM's key stakeholder and relationship management, including review of relevant plans, processes and internal controls. In FY22, a Collaborative Project(s) Health Check IA project was undertaken to review the process and outcomes of recently delivered collaborative projects. No projects have been included in the FY24-25 IA Program, noting recent internal audit coverage.
9	Risk of disconnected community and community well being and resilience declines	High	Medium	✓	✓	<ul style="list-style-type: none"> In FY23, a Customer Experience IA project and a Service Delivery / Community Consultation IA projects were performed. In FY25, a community Safety (Including review of call out time/overtime) internal audit is planned.
10	Risk of fraud and corruption	High	High	✓	✓	<ul style="list-style-type: none"> In FY22, a Fraud Framework Review IA project was performed to undertake a gap analysis to identify, assess and manage fraud and corruption risks. In FY24, a Assurance Mapping internal audit is planned to provide an updated assurance map for the CoM's Strategic Risk Register. In FY25, a financial controls internal audit is planned to complete a health check of CoM's relative financial controls.
11	Cyber security threat	Extreme	Medium	✓	✓	<ul style="list-style-type: none"> In FY23, a Cyber Security IA project was performed to consider the maturity of selected aspects of the CoM's cyber security posture and supporting framework. In FY25, a Cloud Vendor/Third Party Cyber Risk Assessment IA project is planned which will include a review on the cyber resiliency of critical IT vendors.
12	Climate change risk	Extreme	High	✓		<ul style="list-style-type: none"> In FY19, a Business Continuity, IT Disaster Recovery and Emergency Management IA was performed. Further work progressing via the development of the resilient south regional climate action plan.

Assurance Map (Continued)

#	Risk Description	Inherent Risk Rating	Indicative Overall level of assurance	Indicative Audit Plan Timing		Detail
				Past Audits	FY24 & FY25	
13	Business continuity planning risk and emergency management risk, risks to safety of community members	High	High	✓	✓	<ul style="list-style-type: none"> In FY21, a Business Continuity Plan & COVID-19 Response IA was performed. In FY25, a Community Safety (Including review of call out time/overtime) internal audit is planned which will be an externally facilitated exercise with an assessment report.
14	Failure to meet the changing needs of the CoM residents	Extreme	High	✓	✓	<ul style="list-style-type: none"> In FY23, a Customer Experience IA project was performed to focus on the implementation of CoM's customer management strategies, planning and operations and identified recommendations. In FY25, a Community Safety (Including review of call out time/overtime) IA is planned.
15	Decentralised, unsupported and unintegrated ICT systems to support current & future needs	Extreme	Medium	✓	✓	<ul style="list-style-type: none"> In FY23, a Digital Transformation Health Check IA project and a Cyber Security IA projects were performed. In FY25, a Cloud Vendor/Third Party Cyber Risk Assessment IA project will undertake a review on the cyber resiliency of critical IT vendors for CoM.
16	Ineffective organisational project and portfolio management	Extreme / High	Medium / Low	✓	✓	<ul style="list-style-type: none"> In FY23, a Digital Transformation Health Check IA was performed as a mid-program review of the Digital Transformation Project was performed. In FY25, a Project Management Framework Post Implementation Review will be undertaken to review of the effective implementation of the CoM's recently implemented Project Management Framework.
17	Funding risk	Extreme / High	Medium			<ul style="list-style-type: none"> No projects have been included in the FY24-25 IA Program, noting that other areas of higher priority have been selected. Performance is currently being tracked through Key Performance Indicators (KPIs).
18	Data risk	Extreme	Low	✓	✓	<ul style="list-style-type: none"> In FY23, a Cyber Security IA project was performed to consider the maturity of selected aspects of each councils' cyber security posture and supporting framework. In FY25, a Data Governance IA to identify strategies, relevant data domains & IT systems and assess the maturity of the data governance across the organisation. In FY25, a Cloud Vendor/Third Party Cyber Risk Assessment IA project will undertake a review on the cyber resiliency of critical IT vendors for CoM.
19	Confidential information risk	Extreme	Medium	✓	✓	<ul style="list-style-type: none"> In FY23, a Cyber Security IA project was performed to consider the maturity of selected aspects of the CoM's cyber security posture and supporting framework In FY25, a data governance internal audit is scheduled.

Appendix 3 – Completed Internal Audit Projects (FY19 – 23) cont.

Internal Audit Projects Completed FY2019 to FY2023

The following table lists the CoM internal audit projects which were undertaken in the last four financial years (FY2019 to FY2023).

IA Project	Collaborative	2022 - 2023	2021 - 2022	2020 - 2021	2019 - 2020
Implementation of Recommendations		✓			
Cyber Security		✓			
Customer Experience		✓			
Volunteer Management		✓			
Service Delivery & Community Consultation	✓	✓			
Digital Transformation Health Check		✓			
Collaborative Model Health Check	✓		✓		
P&C Policy Framework			✓		
Stakeholder Management			✓		
Project Management	✓		✓		
Contract Management	✓		✓		
Fraud Management			✓		
Business Continuity Planning				✓	
Stores Management	✓			✓	
Assurance Mapping				✓	
Asset Inspection Schedule				✓	
Project Carryovers				✓	
Community Facility Model				✓	
Payroll and Remuneration	✓				✓
Leasing	✓				✓
Metrics that Matter					✓
IT Governance					✓

Appendix 4 – Staff Consultation

The table below summarises CoM personnel who were involved in discussion and contributed to the Internal Audit Plan.

Name	Position
Tony Harrison	Chief Executive Officer
Tony Lines	General Manager City Development
Ben Keen	General Manager City Services
Angela Allison	General Manager Corporate Services
Kate McKenzie	Manager Office of the CEO

Appendix 5 – CoM Strategic Management Framework & Community Vision

Outlined below are a summary of the CoM's Strategic Management Framework and the Community Vision themes, which were reviewed and incorporated into the Internal Audit Plan process.



COMMUNITY VISION TOWARDS 2040

Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops

LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



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6.4 Internal Audit Program 2022 - 2023

Report Reference	FRAC221213R6.4
Originating Officer	Manager Office of the Chief Executive – Kate McKenzie
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Acting Chief Executive Officer - Ben Keen

REPORT OBJECTIVE

To provide a status report of the progress of the Internal Audit program for 2022 – 2023 and to seek the Finance, Risk and Audit Committee (FRAC) feedback on two finalised internal audits.

EXECUTIVE SUMMARY

The City of Marion (CoM) and City of Charles Sturt (CCS) tendered the Internal Audit (IA) Services as a joint tender. KPMG was the successful tenderer and was awarded a two-year contract. The City of Port Adelaide Enfield (PAE) has also now joined the contract. All Councils have extended this contract for a further 2 + 2 years with the contract to conclude in June 2025. The Councils worked collaboratively (with KPMG) to develop a joint IA Plan.

The FRAC endorsed the IA Plan for 2022/23 at the May 2022 meeting. The IA Plan identifies five (5) projects for this financial year, with three (3) projects identified as collaborative projects with CCS. The Projects include:

- **Digital Transformation Health Check (Including Human Resources) Q1**
Audit Completed – presented February 2023
- **Volunteer Management – Q2** – Audit Complete – February 2023
- **Community Consultation – Q2/3** – Audit complete – presented December 2022
- **Customer Experience – Q3** – Audit Completed – **Attachment 1**
- **Cyber Security – Q4** – Audit Completed – see separate confidential report.

An additional audit has been added to review the implementation of recommendations. This is currently near completion and will be included in the special FRAC meeting scheduled for the 20 June 2023.

Customer Experience – Final Report Attachment 1

The objective of the Customer Experience internal audit was to perform a review of the City of Marions customer management strategies, planning and operations, and recommendation arising from the 2019 internal audit of CX (including complaints).

The scope of the review included consideration of the following items:

- High level review of the CoM's CX strategy, including progress of implementation.
- Assessment of the CoM's customer experience practice against KPMG's Customer Experience Maturity Model.
- Governance, policies and procedures to customer experience.
- Data Management.
- Monitoring and reporting customer queries and resolution.
- High level consideration of the status of management action arising from previous audits.
- Review of the recent implementation of the CRM.

The report is written differently to other audit reports and has been split into 6 sections, with each providing a number of findings/recommendations. There are several positive observations, however there is still some way to go to enable a consistent customer experience across CoM.

From the six sections, there is one (1) high risk rating, four (4) moderate risk ratings, and one (1) low. The one high risk rating relates to tools and technology and has a total of nine (9) findings.

A full copy of the report is included in **Attachment 1**.

Cyber Security – Attachment 2

The objective of the **Cyber Security** internal audit was to assess the maturity of Council Information technology (IT) controls area against the Local Government Information Technology South Australia's (LAITSA) Local Government Securities Framework (LGSF) and supporting tool kit. The scope of the audit included consideration of various controls. Due to the nature of the audit, the audit report is presented in confidence in a separate report.

These two audits have now completed the Internal Audit Plan for 2022/23.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. **Notes the completion of the Internal Audit Program for 2022/23.**
2. **Considers and provides feedback on the:**
 - a. **Customer Experience (Attachment 1)**

ATTACHMENTS

1. CoM Customer Experience Internal Audit Report Final 1005 [6.4.1 - 24 pages]



City of Marion Customer Experience Internal Audit Report

May 2023



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1.0 Executive Summary

Executive Summary

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In accordance with the 2022/23 Internal Audit Plan for the City of Marion (CoM), an internal audit project focussing on the CoM's customer experience (CX) was performed. The objective, scope and approach are outlined below.

1.1 Objective

The objective of this internal audit project was to perform a review of the CoM's customer management strategies, planning and operations, and recommendations arising from the 2019 internal audit of CX (including complaints).

1.2 Scope

To address the objective above, the scope of this internal audit included consideration of the following:

- High level review of the CoM's CX Strategy, including progress of implementation.
- Assessment of the CoM's customer experience practices against KPMG's Customer Experience Maturity Model. This included consideration of existing activities and desired future state per the CX Strategy, in addition to key processes for customer query management and resolution.
- The extent of governance, policies and procedures pertaining to customer experience, including the clarity of roles, responsibilities, and accountabilities across the organisation.
- Data management pertaining to customer queries and resolution across the CoM. This included consideration of the CoM's new CRM system, and how customer experience data is captured, collated and stored.
- Monitoring and reporting of customer queries, resolutions and 'closing the loop'.
- High level consideration of the status of Management actions arising from the previous CX internal audit report dated February 2019.
- Review of the recently implemented CRM (excl. the Councillor portal), including the current status of implementation, and identification of gaps and/or issues together with recommendations for improvement. This included consideration of better practice, with a particular focus on customer journey and experience.

1.3 Key Observations

The CoM is at the start of its journey to uplift its CX maturity across the organisation. While considerable planning has commenced to improve the customer journey and experience, including the development of a draft CX Strategy 2023-25 with supporting initiatives and implementation of the new CRM, there is still a way to go to enable a consistent customer experience across the organisation. In particular, there are opportunities to improve obtaining a single view of the customer, training and development and channel integration. **As outlined in Section 3.0, the CoM has already identified many of the key actions required to uplift the customer journey and experience across the organisation.**

Over the past two years, focus has been placed on the delivery and subsequent deployments (3) of the Salesforce CRM, which saw the reallocation of CX resources to the CRM Project Team. Coupled with impacts of COVID-19, little progress has been made on the previous CX Strategy 2019-20 and implementation of audit recommendations from the 2019 CX internal audit. However, with the recent third deployment of the CRM in March 2023 (expected to resolve a number of outstanding issues, including enquiries and complaints), the CoM has the ability to shift focus to the finalisation of its new CX Strategy and core initiatives.

It was further observed the setup and delivery of the CRM Project as part of the Digital Transformation Program (DTP) had faced issues, and some of these impacts are still being felt (i.e. customer portal issues and consistency in use of the CRM). Observations and recommendations regarding project planning and engagement have been outlined in the 2023 DTP internal audit report.

1.4 Positive Observations

- ✓ Stakeholders interviewed as part of this internal audit were highly motivated and dedicated to uplifting CX across the CoM. The importance of CX has been supported by 'tone from the top' from the Chief Executive Officer (CEO).
- ✓ Whilst the project had its difficulties, the third deployment of the CRM is expected to resolve a number of the remaining challenges with the system (i.e. categorisation of queries), enabling focus to shift to the uplift of culture and people capability.
- ✓ The upcoming fulfilment of the Customer Systems Partner role within the CX team is anticipated to enable greater guidance and support for the business.
- ✓ Upcoming implementation of Amazon Connect will enable greater visibility and insights over customer interactions within the Customer Service team.

Overview of Customer Experience

Customer experience is the sum of all experiences a customer has with an organisation over the duration of their relationship. At the CoM, there are many different areas that interact with customers, and various touch points that contribute to the customer's experience and overall satisfaction.

The CoM's main interaction points with its customers are through the Customer Service Team, led by the Unit Manager Customer Service. Customers speak directly to staff, or alternatively can lodge an enquiry, request or complaint online via the Customer Portal, email or mail. Customers may also interact directly with other staff across the CoM (most commonly, at the Library and Marion Outdoor Pool, and 'front line' workers).

Customer, Employee and Brand Experience

Customers demand experiences which: involve minimal time and effort, always meet expectations, demonstrate integrity and authenticity, reach resolution, are empathetic and personalised. Customer and employee experience drivers are becoming increasingly intertwined, with employees expecting this level of service from their employers. A summary of the importance of holistic consideration of CX, EX and BX is outlined below.



Customer Experience (CX)

Understanding the customer experience in current products and services across channels is necessary to inform the reimagining of future experiences.



Employee Experience (EX)

Engaged employees create better customer experience and deliver enhanced business outcomes. Empowered employees deliver on brand promise and help shape the customer experience.

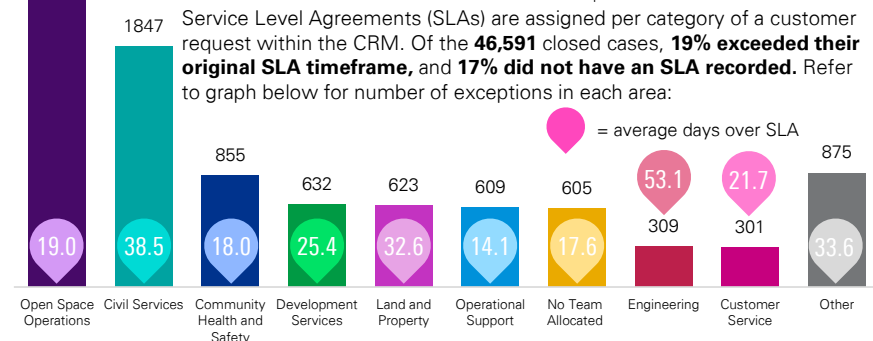
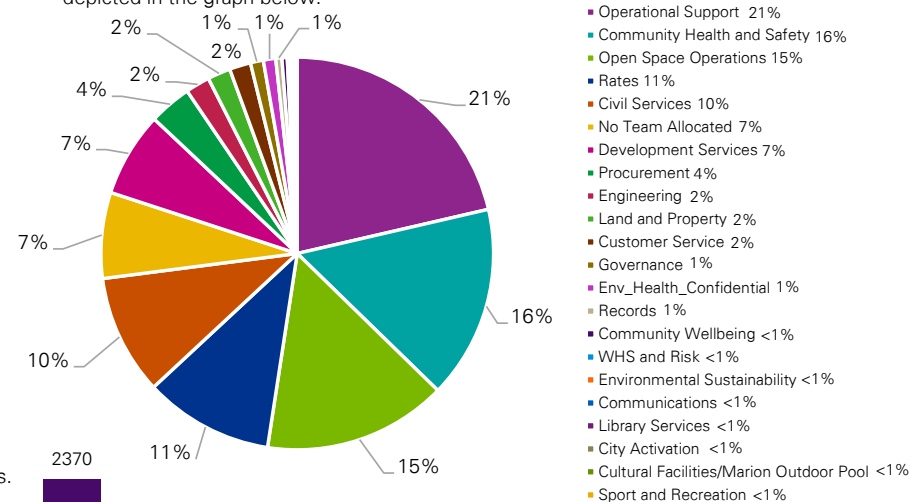


Brand Experience (BX)

Success in brand perception is achieved through alignment of the customer and employee experience. The brand is brought to life through every interaction, across every channel.

Overview of Customer Enquiries

Over the 12 months to 28 February 2023, **50,761 enquiries** were received, which are depicted in the graph below.



3.0 Maturity Assessment

Executive Summary

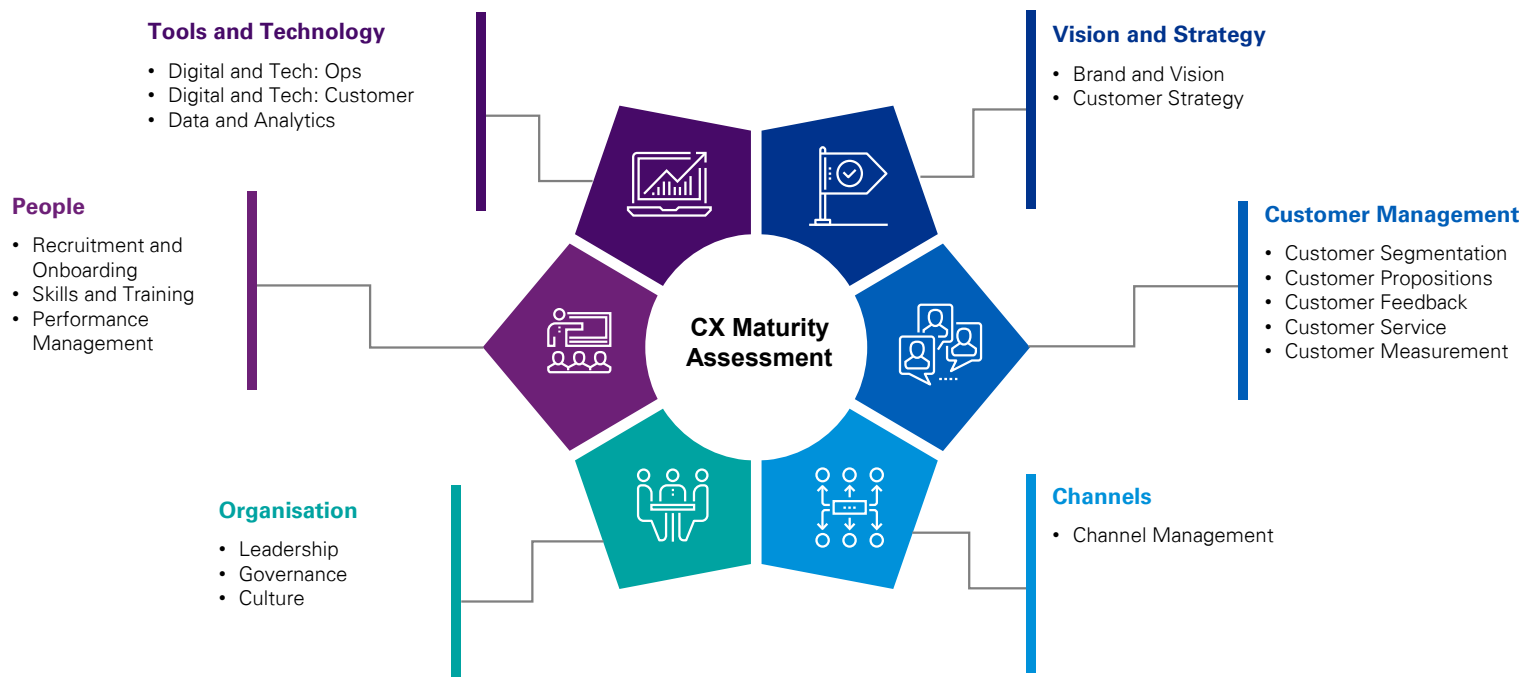
Background

Maturity Assessment

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KPMG's Customer Experience Maturity Model

The Customer Experience Maturity Assessment provides a way to understand how organisations effectively mobilise around delivering excellent customer experience. Given the significant challenges Local Government (LG) has faced in recent years and anticipated future challenges, understanding how the customer experience impacts services is vital. This maturity assessment provides insight in what the current strengths are and identify opportunities for improvement.



Executive Summary

Background

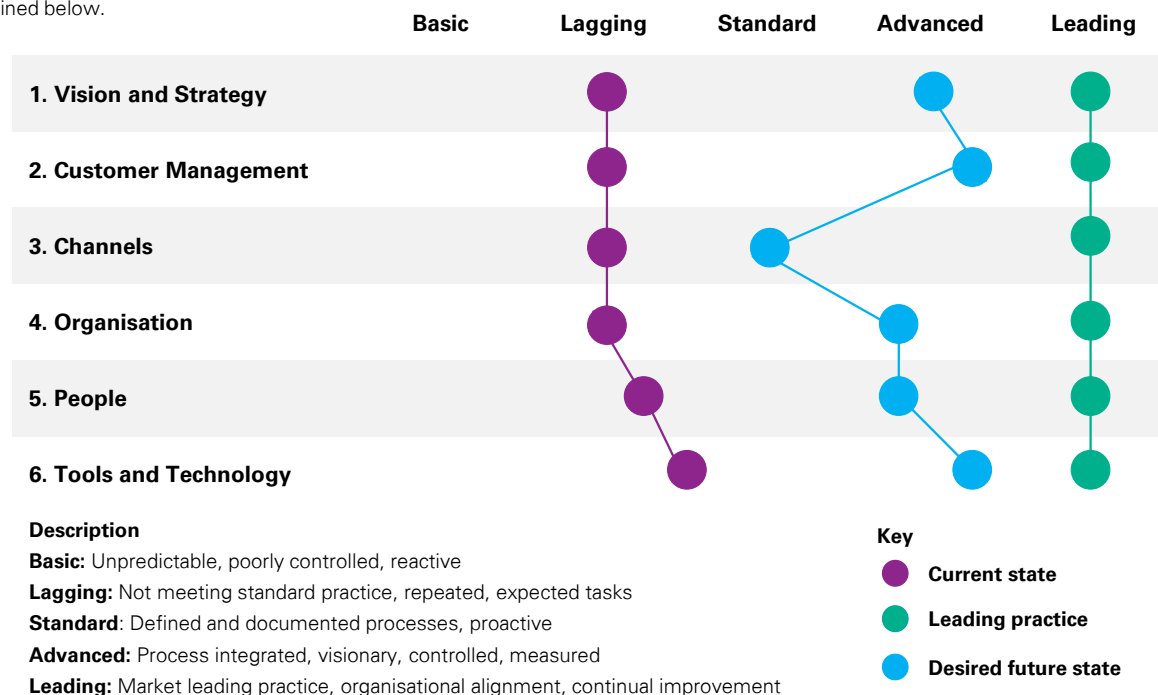
Maturity Assessment

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Current and Desired Future State

A summary of the CoM's **current state** and **desired future state** maturity is plotted on the graph below. In determining the current state, Internal Audit conducted stakeholder interviews, reviewed key documentation and data, and sample tested customer enquiries and complaints. To determine the CoM's desired future state, a workshop was facilitated with key CoM stakeholders. **It should be noted that 'leading practice' is based on all organisations, not just LG.** Examples of leading practice organisations include Disney for in-park experiences, and Amazon for channel management and personalisation.

A detailed assessment of each category, along with Internal Audit's recommendations and Management's actions is outlined on pages 7 – 19, including indication of where initiatives have been planned by the CoM. It is recommended the CoM strive to move to a minimum 'standard' maturity across all categories, with **Tools and Technology** and **Customer Management** key areas of focus, as outlined below.



Key



In Place



In Progress



Gap

Recs



Planned



Unplanned



Executive Summary

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Section 1 – Vision and Strategy

Risk Rating

Moderate

How the organisation understands their customers, translate this into a service promise, and articulate this to their employees. How they are aligned around a single purpose, creating a customer-centric culture focused on delivering excellent customer service. Refer to the following page for management response.

Desired Future State	Current State Observations	Recommendations
<ul style="list-style-type: none"> A clearly defined customer vision exists and is readily accessible / regularly communicated to employees. The customer vision is translated into strategy and leadership proactively promotes and supports it. Employees are aware of the customer vision and understand its purpose and meaning. The vision is accepted and influences employee day-to-day. The client maintains a community of customers that provide feedback on CX and the CX strategy shows that the organisation listens to the feedback. The strategy includes a focus on both current and future success. The current strategy demonstrates a deep understanding of the competitive landscape. <p><u>Potential Risks</u></p> <ul style="list-style-type: none"> The CoM does not have a cohesive view of its strategic CX objectives across the organisation, and CX is not embedded within daily staff processes. Inconsistent or inappropriate CX practices occur across the CoM, which can lead to a risk of reputational damage to the CoM if customers have a negative experience. 	<ul style="list-style-type: none"> A range of documents have been developed by the CX team, including the new Customer Experience Strategy 2023-2025 (the CX Strategy), currently in draft to undergo Executive endorsement. 1.1 The CX Strategy provides linkage to key aspects of the 2019-2029 Strategic Plan i.e. innovation and engagement themes. However, it has not considered impact / involvement of broader CoM teams and assets, such as the Positive Ageing & Inclusion team, the Library and Marion Outdoor Pool, and does not provide for detailed plans and timelines on how initiatives will be achieved. 1.1 A Customer Charter exists, however is not widely communicated with customers or staff. Aside from automatic notifications upon receipt of a query or complaint (if requested by the customer), there is limited communication on handling and resolution timeframes to manage customer expectations. 1.2 While a previous 2019-2020 Customer Experience Strategy was implemented, progress on implementing initiatives was impacted by COVID-19 and the reallocation of CX resources to the CRM project. While a Knowledge Base exists and is linked with categories in CRM for ease of reference, articles are not reviewed or updated on a regular basis, and there is no clear ownership regarding who is responsible for maintaining its currency. 1.3, 1.4 Existing policies and procedures focus on complaints and grievances, with limited broader customer policy available to guide customer experience and manage expectations. This includes available channels, clarity on timing for initial response and resolution, and communication protocols. It is acknowledged a new Complaints Management Framework is currently in development. 1.2, 1.5 Customer experience metrics to measure success are not clearly defined and embedded in strategic documents. 1.1 	<ul style="list-style-type: none"> 1.1 Rollout the CX Strategy and roadmap across the CoM. To support this, a formal communications and change management plan, considering the needs of each stakeholder group should be developed to embed CX within the organisation. A detailed plan to accompany the initiatives outlined in the Strategy (the 'how' and 'when') with associated metrics should also be developed. 1.2 Review and revise the Customer Charter, policies and internal procedures to include information regarding timeframes for initial response, allocation and closure of queries and complaints. In addition to complaints and grievance, broader focus should be placed on customer experience, also including available channels, process and communication protocols. Internal procedures should be updated to reflect current process. 1.3 Conduct a review of Knowledge Base articles linked to the CRM, to ensure information is up to date. Roles and responsibilities should be determined regarding ownership and regular update. Some councils nominate a business owner and Customer Service Officer to each article, who are responsible for working together to keep information current. 1.4 Consider developing a formal cross-functional team / workgroup to identify further holistic CX enhancements across the organisation to improve collaboration and buy-in. This may include leveraging the existing CRM Champions identified across the CoM. 1.5 Finalise the Complaints Management Framework. Complaints should be allocated to the relevant business area to encourage ownership, with oversight of the Customer Service team to follow up and provide support as necessary.

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Risk Rating

Moderate**Section 1 – Vision and Strategy Management Responses**

Rec #	Management Action	Responsibility	Target Date
1.1	The draft strategy and implementation roadmap is currently being developed and the recommendations of this IA will now be considered for incorporation into that strategy and roadmap as outlined in the audit findings management responses. A detailed plan with metrics for each of the initiatives in the strategy will also be developed, along with a Change Plan and Communications Plan. The final Strategy will require formal endorsement and where applicable, budget confirmation.	Manager, Customer Experience	31 December 2023
1.2	This will be considered as part of the Strategy development as outlined in Recommendation 1.1 to be implemented following endorsement of the Strategy.	Manager, Customer Experience	31 December 2023
1.3	Business owners will be allocated to each Knowledge Base (KB) article by 30 June. KB articles will be aligned with information on website to ensure channel consistency for customers. Business owners will be allocated to a customer services officer who will support the review of all KB articles by 30 Dec.	Unit Manger Customer Service	31 December 2023
1.4	The existing cross-organisational CRM Change Champions Group will be expanded to become a CX Champions Group to identify process improvements, CX enhancements and share learnings.	Unit Manger Customer Service	30 September 2023
1.5	The Complaints Management Framework will be finalised. Once finalised, the framework will require endorsement and be socialised across all business areas as it may require changes to current business processes and practices. To encourage ownership by business areas, the allocation of existing complaints will be reviewed to ensure they are allocated to the responsible business area and a new complaints dashboard created to assist them to manage complaints.	Unit Manger Customer Service	30 September 2023

Key



In Place



In Progress



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Section 2 – Customer Management

How the organisation segments their customers and captures feedback and data insights to create a real time understanding of the experiences delivered across the end to end customer life cycle. Refer to the following page for management response.

Risk Rating

Moderate

Desired Future State	Current State Observations	Recommendations
<ul style="list-style-type: none"> There is a detailed process in place for collecting customer feedback and an emphasis placed on its importance. There is follow-up with customers where appropriate. There are significant CX metrics in place which are tied to specific objectives and goals. There is little or no emphasis on lowering average customer handling times or decreasing costs at the expense of CX. Customer measures and feedback are seen as critical and are important contributors to executive and employee compensation. The segmentation process is clear, documented, shared, and followed at all levels and it is used when gathering customer insights. Customer propositions are highly specific. <p><u>Potential Risks</u></p> <ul style="list-style-type: none"> Inability to identify overarching key themes and issues due to lack of analysis. CoM's CX does not meet customer needs or expectations, due to lack of integrated customer feedback or clear vision of the customer's persona and journey. 	<ul style="list-style-type: none"> Customer feedback is collected through satisfaction surveys offered at case closure, and 'happy not happy' buttons located in the Customer Centre and at various community events. However, there is limited resourcing available to analyse trends and customer insights, and to drive continual improvement with the business. 2.1 While some general customer experience metrics are in place (including customer satisfaction), the primary KPI emphasis remains on basic SLA measurements such as time to resolve a query and call metrics i.e. call volume, average calls, call wait time. 2.3, 2.4 SLAs were developed with input from the business when implementing the CRM in late 2021 and have been recently reviewed as part of the re-categorisation process included in the third CRM deployment. However, these SLAs have not been externally validated to ensure they meet the needs and expectations of the customer, and it is not always clear what activity would constitute the achievement of an SLA (for example, 'asset break in' has an SLA of 300 days). 2.2 The CoM developed customer personas in 2020, however currently do not utilise them to guide decision making, marketing and communication as the perception is they do not align with current customer demographics. Without a clear segmentation strategy and personas, understanding customers behaviour and expectations is limited. 2.5, 2.6 Basic customer propositions exist for most products and services, however messages are not tailored to each customer cohort. 2.5 	<ul style="list-style-type: none"> 2.1 Incorporate the responsibilities to analyse customer data and drive continual improvement with the business, into the Customer Systems Partner role. 2.2 Consider wider roll-out of external customer satisfaction surveys to promote greater feedback, including specific questioning regarding timeframe for resolution. Insights from these surveys should feed into a review of current SLAs for each category in consideration of customer expectations. Where it is not possible for the CoM to meet customer expectations, it should be understood why this is not possible and have clear communication in place to bridge the gap with customer expectations. 2.3 Consider introducing new technologies to assist in obtaining deeper insights regarding customer sentiment online. 2.4 Develop customer segmentation strategy including updated customer personas and key journey maps to identify existing customer pain points and opportunities for CX improvements. 2.5 Consider use of Helix Personas (a consumer segmentation tool that utilises psychographic, attitudinal and behavioural data to identify Australian consumer segments) to gather insights on customer persona and trends across the Council. 2.6 Enhance CX metrics and KPIs (i.e. case closure timeframes, customer satisfaction utilising above surveys) within business unit metrics and role profiles.

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Risk Rating

Moderate**Section 2 – Customer Management – Management Responses**

Rec #	Management Action	Responsibility	Target Date
2.1	Responsibility and resourcing for this work will be considered as part of the Strategy under Rec 1.1.	Manager, Customer Experience	31 December 2023
2.2	2.2a – Business areas will be asked to review SLAs and insights from CSAT data will be assist to test customer expectations. 2.2b – The subject of the content and deployment of future customer satisfaction surveys will be considered as part of the Strategy under Rec 1.1.	Manager, Customer Experience	2.2a – 30 September 2023 2.2b – 31 December 2023
2.3	CoM has been investigating a potential LGA initiative with Google Eliza to provide customer sentiment insights. Will be considered further as part of developing Strategy under Rec1.1.	Manager, Customer Experience	31 December 2023
2.4	This will be considered in the development of the Strategy under 1.1.	Manager, Customer Experience	31 December 2023
2.5	This will be considered as part of the Strategy development under Rec 1.1.	Manager, Customer Experience	31 December 2023
2.6	Responsibility and resourcing for this work will be considered as part of the Strategy under 1.1, following consideration of organisational community/customer satisfaction metrics at an Elected Member Forum and endorsement by Council.	Manager, Customer Experience	31 December 2023

3.0 Maturity Assessment

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In Place



In Progress



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Section 3 – Channels

Risk Rating

Low

How the organisation delivers a seamless multi and omni-channel customer experience to retain customers, increase lifetime value and reduce overall cost to serve. Refer to the following page for management response.

Desired Future State	Current State Observations	Recommendations
<ul style="list-style-type: none"> The channel strategy accounts for, in reasonable detail, all current channels and likely future channels. The channel strategy adopts a holistic view of the organisation and allows for integration across available channels. The strategy is reviewed on a regular, planned basis and updated regularly to ensure that it reflects the current market. There is a system in place to manage overall CX. Each customer touchpoint is evaluated and designed to support a positive customer experience with consideration for different customer needs and expectations. 	<ul style="list-style-type: none"> Customers may contact the CoM through various channels, including in-person, phone, email, social media, online portal. The CoM implemented a new CRM in late 2021 and are in the process of integrating key communication channels to obtain a single view of the customer. This includes the planned replacement of current call software 3CX with Amazon Connect, which is anticipated to increase available metrics and streamline the customer experience. 3.1 While available, the customer portal has not been actively marketed to customers due to its known poor user experience. 3.2 The channel strategy has been embedded in the overall CX Strategy, however it provides limited guidance for managing CX across all channels for a seamless customer experience. It may touch upon future channels, but does not offer any in-depth considerations for them. 3.2 Greater emphasis is placed on customers via phone, than providing a consistent experience across all channels. Oversight of customer enquiries and complaints received through other channels is based on ad-hoc allocation of Customer Centre staff for monitoring. 5.2 Depending on the channel and employee, not all interactions are recorded within CRM. 5.2 The level of customer service provided is widely variable across the CoM by department and employee. 5.2 	<ul style="list-style-type: none"> 3.1 Implement Amazon Connect as planned to enable greater visibility of customer service metrics and enhanced reporting. In implementing the system, consider workflows to offer new channels such as webchat, chatbots (to answer low value questions) and integration of social channels. 3.2 Develop a CRM product integration roadmap to improve channel of choice for customer. This should consider integration of marketing automation tools, social channels and other customer touchpoints such as library, outdoor pool, etc. Refer to Recommendation 5.2 – Training.

Potential Risks

- Customer channels are disparate and not integrated, resulting in incohesive CX being provided across channels.
- Greater emphasis is placed on traditional channels (i.e. phone calls), resulting in customers utilising other channels receiving a poor CX.

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Risk Rating

Low

Section 3 – Channels Management Responses

Rec #	Management Action	Responsibility	Target Date
3.1	The implementation of Amazon Connect is planned as part of Information Services (IS) program of work in 2023.	Chief Information Officer	30 June 2023
3.2	This roadmap will be one element of the IS Strategy (CX Portal Roadmap) to be developed by 30 June 2023. Delivery will be subject to budgetary considerations.	Chief Information Officer	30 June 2023

3.0 Maturity Assessment

Key



In Place



In Progress



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Section 4 – Organisation

Risk Rating

Moderate

How ownership and accountability for customer experience is applied across the organisation, including proactive leadership that communicates expectations and drives a customer centric culture that consistently delivers excellent customer service. Refer to the following page for management response.

Desired Future State	Current State Observations	Recommendations
<ul style="list-style-type: none"> Leadership demonstrates a high degree of CX focus. Front line staff are empowered and encouraged to make timely decisions in order to improve CX. The organisation is structured with a clear focus on customer experience and is an industry leader for CX excellence. Organisational change to improve customer experience is everyone's responsibility but there is clear accountability for delivery. Customers are at the center of the business decision making process and the impact of business operations on customers is thoroughly considered. Customer-centric organisational values are articulated in full. 	<ul style="list-style-type: none"> There have been attempts to create and share customer-centric objectives across the CoM, with limited Senior Management buy-in to date. Some leaders are personally involved in improving CX, but it is fragmented by departments and the overall direction of CX is unclear. 1.1, 2.3 There has been recent communications from the CEO to increase awareness and understanding of the importance of CX across the general management team. CRM was designed as 'like for like' with another Council and the CoM's previous customer system, and focused on internal processes for staff, rather than improving CX and reducing customer pain points. However, since initial implementation of the system, several deployments have been made to improve CX, with the third completed in March 2023. The organisation demonstrates an awareness of the importance of CX, but is limited in its attempts to integrate at an organisational level. As a result, some teams place greater importance on CX than others. 4.3 Escalation protocols have not been defined for overdue or complex enquiries or complaints. While the Customer Service team is the third level of escalation within CRM, a process has not been agreed around how this escalation and follow up is managed. 4.1 Knowledge sharing across teams with the Customer Service team is key to ensure Customer Service staff can provide effective and efficient assistance to customers. While communication can sometimes occur via email, this occurs to varying degrees across the CoM. 4.2 Customer Service Team is comprised of full time and part time staff, and can be limited in its ability to flex up and down as needed (i.e. over school holidays, in busy times). 4.4 	<ul style="list-style-type: none"> 4.1 Review and define oversight and escalation protocols for overdue and/or difficult customer complaints and enquiries. Dashboard reporting should be utilised to support facilitation of these requirements. 4.2 Encourage greater knowledge sharing to occur between the business and Customer Service team, to enable a more connected and cohesive approach to CX in unforeseen circumstances (i.e. unforeseen road closures). This could be achieved through open communications between teams via email or Teams. 4.3 Subsequent to the Customer Systems Role being filled, this role should work with business areas to improve customer interactions and overall experience. 4.4 Conduct a review of current resourcing of the Customer Service Team and call centre peak activity periods. Subsequent to this review, opportunities to enhance resourcing approach should be identified. Refer to Recommendation 2.3 – KPIs and Recommendation 1.1 – Embed CX Strategy.

Potential Risks

- Inconsistent or inappropriate CX practices occur across the CoM.
- Knowledge is not routinely shared across the CoM, resulting in poor CX.
- Inefficient use of council resources due to double handling of customer requests.

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Risk Rating

Moderate**Section 4 – Organisation Management Responses**

Rec #	Management Action	Responsibility	Target Date
4.1	Business engagement is commencing on defining oversight, responsibilities and escalation protocols for overdue and/or difficult customer complaints.	Unit Manager, Customer Service	30 June 2023
4.2	The CSC team has recently implemented Monday Learning Labs to improve knowledge sharing between business areas and CSC and developed communication protocols for info sharing.	Unit Manager, Customer Service	Closed
4.3	Unit Manager CS will facilitate collaboration between CX Champions, Knowledge Base owners and Customer Services Team as part of redefining the role of the CX Champions under Rec 1.4.	Unit Manager, Customer Service	30 September 2023
4.4	A desktop analysis review commenced in Dec 2022, but with retirement of Unit Manager CS, this will be completed by new Unit Manager when an assessment of activities/tasks can be observed.	Unit Manager, Customer Service	30 September 2023

3.0 Maturity Assessment

Key



In Place



In Progress



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Planned



Unplanned



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Section 5 – People

How the organisation attracts, recruits and retains people whose values are aligned to their customer experience vision, supporting a customer-centric culture. Refer to the following page for management response.

Risk Rating

Moderate

Desired Future State

- At every stage of the recruitment process applicants are judged on their ability to understand the organisation's customers and on their ability to deliver a high-quality CX.
- All customer focused training opportunities are offered after careful consideration to ensure they meet the needs of staff.
- Customer focused skills are considered an important element of the wider organisation training.
- Staff are given tailored opportunities dependent on their roles.
- There are defined expectations and employees are made aware and measures taken are in place to improve if they are falling below these standards.
- Performance related benefits are in place for employees who provide exceptional customer service.

Potential Risks

- Customers have a negative CX when interacting with staff that have not undergone appropriate CX training.
- Negative impact to employee wellbeing and experience, where staff are unequipped to deal with challenging customers.

Current State Observations

- Applicants are expected to have a basic understanding of CX and are judged on their ability to deliver good customer service.
- There is a requirement that applicants for key customer-facing roles have some relevant customer experience and can demonstrate particularly important key skills, however this has not been embedded across the organisation. **5.1**
- Induction training is currently being reviewed and updated (delivered bi-monthly for new starters) and includes a 'Customer First' ethos. However, there is currently no regular ongoing customer experience training program available to staff. **5.2, 5.3**
- Employees were provided with CRM training upon initial implementation, however, refresher training (or onboarding training for new starters) has not been delivered since. **5.2**

Recommendations

- 5.1** In collaboration with the People and Culture team, embed customer-centric metrics and KPIs within position description of all customer-facing staff. It is acknowledged the Customer Experience and Marketing teams have developed KPIs which have not yet been implemented, however, these do not reach beyond these teams.
- 5.2** Develop formal onboarding and refresher training for all staff that may interact with customers in CX, and use of the CRM. This should be tailored to each area as appropriate (i.e. open space teams / staff on the road will have different needs to CSC staff trained to engage with customers), and also include all staff in peripheral Council teams i.e. Library, Swimming Centre, etc. In implementing the training, a mix of channels should be utilised i.e. in-person, online and job shadowing / double jacking, to increase awareness and appreciation of roles in relation to CX across the CoM.

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Risk Rating

Moderate

Section 5 – People Management Responses

Rec #	Management Action	Responsibility	Target Date
5.1	Embedding customer-centric metrics and CSAT KPIs will be considered as part of the CX Strategy under recommendation 1.1.	Manager, Customer Experience and Engagement	31 December 2023
5.2	5.2a – A formal on-boarding and refresher training has already been developed for CRM users. 5.2b – A broader CX onboarding and training program will be developed for CoM in conjunction with P&C and business areas (Libraries, Marion Outdoor Pool, Outdoor workforce, Neighbourhood Centres) that are using other customer training programs/ providers/ techniques, that meets all needs and is tailored to the different roles across CoM and applies industry best practice. This will be considered as part of developing CX Strategy outlined in recommendation 1.1 .	Managers, Customer Experience and Engagement	5.2a – Closed 5.2b – 31 December 2023

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In Place



In Progress



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Section 6 – Tools and Technology

Risk Rating

High

The systems and technology that the organisation deploys to support the design, delivery and continuous improvement of superior customer experience. Refer to page 19 for management response.

Desired Future State	Current State Observations	Recommendations
<ul style="list-style-type: none"> Most required data is available real-time. Master data management in place for key reference data. There is a clear digital enablement strategy. Single portal view of end-to-end customer data, sales data, etc. Data is uploaded to a central CRM customer and sales management tools. Centralised committee with business and IT representation, proactively involved in managing an Enterprise release schedule. Mobile applications enhance the CX. Data management and mining processes are in place and are exercised across the organisation. <p><u>Potential Risks</u></p> <ul style="list-style-type: none"> Inefficiencies and increased risk of human error, where staff are required to manually re-enter customer queries. Duplicate customer profiles resulting in difficulties accurately maintaining customer profiles. 	<p><u>Functionality and Integration</u></p> <ul style="list-style-type: none"> Most data is available real time, or with a minimal lag time. However, data imports (i.e., queries received through the customer portal) require manual intervention. 6.1 Data quality is inconsistent across the CoM, with the level of detail recorded varying dependent on the team / individual managing the enquiry or complaint. Digital tools are used on occasion, but are not seen as efficiency drivers nor do they facilitate easy interaction with customers. 6.1 There is no clear definition on how to integrate digital tools or how to use these tools to optimise CX, and systems are still owned and managed in silos. 6.3 Business and IT representatives work together to define application and infrastructure changes by application. A detailed cyber security assessment of existing tools and technology was not undertaken as part of this review. However, the Salesforce CRM uses single sign on for employees to log in, and the customer portal requires limited information (name, address, email and mobile) to register. It is noted that as part of the business requirements for the CRM, standard domestic data sovereignty was applied to Council requirements. <p><u>Customer System Experience</u></p> <ul style="list-style-type: none"> Customer CRM portal (available via the CoM website) went live prior to proper testing, and has not been improved since. Customers are not provided with guidance regarding what category to select, resulting in increased risk of case reallocation. Customers are required to create a new profile to access portal, which can result in duplicate customer profiles within the CRM (with no existing program to remove duplicates on a regular basis). 6.2, 6.4 Cases only require a closure comment if closing as 'Other' or if put on hold. As a result, customers are often provided with limited (if any) context regarding the case status if only automated correspondence is utilised. 6.5 Automated communications sent to customers via CRM and SMS are not CoM branded, which may result in customers not trusting the messages received. Further, these communications are not always recorded within the CRM. 6.5 	<p><u>Functionality and Integration</u></p> <ul style="list-style-type: none"> 6.1 In considering introduction of Amazon Connect, consider the ability to better integrate customer channels (i.e. email, socials) with CRM to better optimise resources, reduce manual entry and hence, risk of duplication / human error. 6.2 Investigate ability to auto-combine customer profiles, or utilise existing CRM profiles to reduce duplicates. In the meantime, implement regular scrubbing process. 6.3 Consider integration of further systems with the CRM i.e. marketing tools, Forestry SA, online booking system, point of sale. <p><u>Customer System Experience</u></p> <ul style="list-style-type: none"> 6.4 Review and enhance customer portal as planned, including provision of further guidance to customers regarding use of categories. 6.5 Enhance CRM closure comment requirements, and automated communication with customers.

continued on following page

3.0 Maturity Assessment

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In Place



In Progress



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Section 6 – Tools and Technology (cont.)

Risk Rating

High

The systems and technology that the organisation deploys to support the design, delivery and continuous improvement of superior customer experience. Refer to the following page for management response.

Desired Future State	Current State Observations	Recommendations
<ul style="list-style-type: none"> Poor CX due to lack of effective CRM customer portal system and automated CRM communications. Customer queries and complaints are not resolved in a timely manner, due to: <ul style="list-style-type: none"> Lack of visibility and accountability of overdue events. Incorrect routing / assigning of customer issues. Reliance on external providers, or insufficient resourcing available internally to maintain the CRM may result in the CRM not receiving timely or cost-effective updates. 	<p><u>Reporting</u></p> <ul style="list-style-type: none"> While dashboard reporting is available, staff must navigate through the filters each time to access relevant individual / team reporting. Limited reporting is currently provided to Executive. 6.7, 6.8 Data is not actively utilised to support decision making, there are limited customer insights and no analytics performed. 6.6 <p><u>Other</u></p> <ul style="list-style-type: none"> To date, CRM system updates and deployments have been managed by the CRM developer as part of the existing contract, and there is limited CoM resourcing available to assist with these tasks. 	<p><u>Reporting</u></p> <ul style="list-style-type: none"> 6.6 Develop data-led business decision making tool to reduce risks. For example, utilising data insights and KPIs to analyse areas of errors, overdue queries/complaints and prioritise accordingly. 6.7 Investigate creating custom dashboards for each staff / Manager / Team, to simplify and improve usage of reporting and embed into daily tasks. 6.8 Implement regular reporting to the Executive and Council regarding customer experience and satisfaction. <p><u>Other</u></p> <ul style="list-style-type: none"> 6.9 Review the BAU resourcing required to sustain ongoing maintenance of the CRM. This should be conducted in consideration of existing IT systems resources and the Customer Systems Partner role. Consideration should also be given to reducing overall cost and reliance on the CRM vendor for BAU activities.

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Risk Rating

High

Section 6 – Tools and Technology Management Responses

Rec #	Management Action	Responsibility	Target Date
6.1	This package of works will be detailed in the IS Strategy but will be subject to funding availability and project prioritisation.	Chief Information Officer	30 June 2023
6.2	This works is on the forward plan for the Customer Systems Partner role.	Customer Systems Partner	30 September 2023
6.3	This package of works will be detailed in the IS Strategy but will be subject to funding availability and project prioritisation.	Chief Information Officer	30 June 2023
6.4	This package of works will be detailed in the IS Strategy but will be subject to funding availability and project prioritisation.	Chief Information Officer	30 June 2023
6.5	Work has already commenced on this by the Customer Systems Partner.	Customer Systems Partner	30 June 2023
6.6	Customised dashboards have already been created. As the business identifies new requirements they will be implemented.	Manager, Customer Experience	Closed
6.7	Customer dashboards have been created for Managers and teams in Power BI.	Manager, Customer Experience	Closed
6.8	Future reporting to Executive and Council will be determined following Council consideration of KPIs. Regular reporting format, content (KPIs and other metrics), and frequency will be incorporated into the CX Strategy.	Manager, Customer Experience	31 December 2023
6.9	Ongoing BAU requirements for CRM systems administration to reduce reliance on CRM vendor.	Chief Information Officer	30 September 2023

Appendix 1 – Staff Consultation

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The tables below summarises the CoM personnel who were involved in discussions and consulted during the audit review. Each personnel has contributed to the findings and actions detailed in this Internal Audit Report.

Name	Title
Tony Harrison	Chief Executive Officer
Kate McKenzie	Manager Office of the Chief Executive
Megan Bradman	Manager Customer Experience
Marcel Althoff	Senior Digital Transformation Program IT Manager
Mathew Allen	Manager, Engineering Assets and Environment
Claire Bircumshaw	Change Manager
Raelene Govett	Unit Manager Customer Service
Adrian Duke	Junior Business Analyst
Sue Bowden	Customer Service Officer

Appendix 2 – Classification of Findings

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The following framework for internal audit ratings has been developed and agreed with the CoM's Management for prioritising internal audit findings according to their relative significance depending on their impact to the process. The individual internal audit findings contained in reports will be discussed and rated with the CoM's Management.

Risk Matrix

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Moderate	High	High	Extreme	Extreme
Likely	Moderate	Moderate	High	High	Extreme
Possible	Low	Moderate	Moderate	High	High
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Low	Moderate	Moderate

Likelihood Definition:

Rating	Likelihood	Probability by %
Almost Certain	Consequences expected to occur in most circumstances.	>90%
Likely	There is a strong possibility that the event will occur in normal circumstances.	>75%
Possible	The event could occur at some time.	>50%
Unlikely	There is a slight possibility that it could occur at some time.	<25%
Rare	Highly unlikely will occur and only in very exceptional circumstances.	<5%

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Consequence(s) Definition:

	Community Impact	Financial Impact	Business Continuity/Organisational Impact	Reputation & Public Administrative Impact
Insignificant	<ul style="list-style-type: none"> Issue is insignificant with no impact to the community 	<ul style="list-style-type: none"> Financial impact and loss up to \$10,000 Project is up to 5% of original project budget 	<ul style="list-style-type: none"> Insignificant impact on the CoM ability to achieve strategic outcomes. Nil impact on achievement of key project objectives. Project duration extended up to 10% of original project timeframe 	<ul style="list-style-type: none"> Slight but manageable increase in the number of adverse resident/stakeholder complaints. Sporadic, low level negative commentary on an isolated social media platform for 1-3 days
Minor	<ul style="list-style-type: none"> Issue is temporary and may cause minor inconveniences; impact minimal to the community 	<ul style="list-style-type: none"> Financial impact and loss between \$10,000 - \$100,000 Project between 5%-10% of original budget 	<ul style="list-style-type: none"> Minor impact on strategic initiatives but overall strategic intent still achievable. Some impact on isolated key project objectives. Additional minor effort required to ensure all objectives are met. Project duration extended by 10-20% of original project timeframe 	<ul style="list-style-type: none"> Increased number of residents/stakeholder complaints requiring direct effort to resolve/attend to. Regular, low level negative coverage on multiple media platforms for 1-7 days Elected member dissatisfied, complaint
Moderate	<ul style="list-style-type: none"> Issue is significant and is an inconvenience to the community (i.e. site outage); potentially a medium-long term impact 	<ul style="list-style-type: none"> Financial impact and loss between \$100,001 - \$1M Project between 10%-20% of original budget 	<ul style="list-style-type: none"> Some key components of the strategic plan could not be achieved as a result of risk event. Additional funding/resources required to rectify. Impact numerous key project objectives. Considerable effort required including some changes in project scope to achieve outcome Project duration extended by 21-35% of original project timeframe 	<ul style="list-style-type: none"> High volume of resident/stakeholder complaints. Heightened medium level negative coverage in media platforms for up to 2 weeks Majority of Elected Members dissatisfied, Council motion affecting CEO/Administration Ombudsman or Office of Public Integrity Partner organisation complaint resolved within portfolio

Appendix 2 – Classification of Findings

Executive Summary

Background

Maturity Assessment

Appendices

Consequence(s) Definition:

	Community Impact	Financial Impact	Business Continuity/Organisational Impact	Reputation & Public Administrative Impact
Major	<ul style="list-style-type: none"> Issue impacting the community and is a major inconvenience; has a long term impact 	<ul style="list-style-type: none"> Financial impact and loss between \$1M - \$4M Project between 20%-35% of original budget 	<ul style="list-style-type: none"> Council unable to deliver on numerous key strategic initiatives without additional funding/resources Major review of strategic plan required Significant portion of key project objectives impacts. Major changes to project scope and work necessary to achieve required outcomes Project duration extended by 36-50% of original project timeframe 	<ul style="list-style-type: none"> Publicised adverse resident/stakeholder comments and complaints Ongoing significant and regular campaign of negative media on multiple social media platforms. Forced resignation of General Manager/s, Ombudsman or Office of Public Integrity involvement Relationship with partner organisation harmed, requires CEO involvement
Severe	<ul style="list-style-type: none"> Issue severely impacting and inconveniencing the whole community; Has a long term or permanent impact and cannot be resolved immediately 	<ul style="list-style-type: none"> Financial impact and loss between exceed \$4M Project exceed >35% of original budget 	<ul style="list-style-type: none"> Majority of initiatives and/or key initiatives within the CoM's strategic plan unattainable Failure of project to meet all required objectives Project duration extended by >50% of original project timeframe 	<ul style="list-style-type: none"> Widely publicised resident/stakeholder comments and complaints Ongoing high level and sustained campaign of negative media on multiple social media platforms Forced resignation of CEO/Mayor. Council stood down and Minister intervention required Relationship with partner organisation harmed affecting achievement of a strategic project/objective

Disclaimers

Inherent Limitations

This report has been prepared as outlined in the Executive Summary of this report. The services provided in connection with the engagement comprise an advisory engagement which is not subject to Australian Auditing Standards or Australian Standards on Review or Assurance Engagements, and consequently no opinions or conclusions intended to convey assurance will be expressed. Due to the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance with laws and regulations may occur and not be detected. Further, the internal control structure, within which the control procedures that have been subject to the procedures we performed operate, has not been reviewed in its entirety and, therefore, no opinion or view is expressed as to its effectiveness of the greater internal control structure. The procedures performed were not designed to detect all weaknesses in control procedures as they are not performed continuously throughout the period and the tests performed on the control procedures are on a sample basis. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, the CoM's management and personnel. We have not sought to independently verify those sources unless otherwise noted within the report. We are under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form unless specifically agreed with the CoM. The internal audit findings expressed in this report have been formed on the above basis.

Third Party Reliance

This report is solely for the purpose set out in the Executive Summary of this report and for CoM's information, and is not to be used for any other purpose or distributed to any other party without KPMG's prior written consent. This internal audit report has been prepared at the request of the CoM Finance and Audit Committee or its delegate in connection with our engagement to perform internal audit services as detailed in the contract. Other than our responsibility to the CoM, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party, including but not limited to the CoM's external auditor, on this internal audit report. Any reliance placed is that party's sole responsibility.

Electronic Distribution of Report

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6.5 Tree Asset Management Plan

Report Reference	FRAC230516R6.5
Originating Officer	Coordinator Arboriculture – Ian Seccafien
Corporate Manager	Manager Operations - Brian Green
General Manager	Acting General Manager City Services - Merran Fyfe

REPORT HISTORY

Report Reference	Report title
GC300118R04	Tree Management Framework Review
GC100418R14	Tree Management Framework Review – Project Update
GC080518R07	Tree Management Framework

REPORT OBJECTIVE

To provide the Finance, Risk and Audit Committee (FRAC) with an update on urban tree management and seek feedback and endorsement of the draft Tree Asset Management Plan (TrAMP) which will set the direction and future management of our rapidly expanding urban tree population.

EXECUTIVE SUMMARY

The City of Marion's urban tree assets provide many benefits to our community. Our vision is to have streets and parks which are lined with mature, healthy trees that are a habitat for birds and other wildlife. The community values and appreciates the city's trees for their shade, appearance, and the contribution they make to the environment.

At the 8 May 2018 General Council meeting (GC080518R07), Council endorsed a foundation document (Tree Management Framework 2018) to strategically focus its tree management and drive an ambitious tree planting program to increase its existing tree canopy in line with State Government targets. The action plan generated by the document has been largely implemented and the planting program is on track to deliver on its commitments.

As this planting program is implemented the focus of our urban forest management will move to a long-term maintenance phase and as such this plan defines how Urban Trees should be managed as assets, the service levels we provide, and the funding required to successfully manage them over the life of this plan.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Reviews and provides feedback on the Draft Tree Asset Management Plan (Attachment 1).**

DISCUSSION

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our assets. Council trees are a physical asset and decisions made regarding their retention,

removal or species selection are largely an operational decision. There are a number of key stakeholders including the community, consulting arborists, material suppliers, contractors, landscape architects, developers, and a range of others all of whom influence the way council trees are managed, that in turn influence the performance and benefits public trees provide and Council's ability to deliver greening targets.

Council managed trees are unlike any other Council assets. They are unique as a living asset, their value accumulates over time, their conditions change routinely based on variable environmental conditions, public interaction, and maintenance practices.

Managing such a diverse asset class does not negate those basic principles of effective asset management, which includes maximising the asset performance or condition, identifying and managing risk which informs the cost associated with performance. A significant part of Council's annual spend is devoted to the maintenance, operations, creation, and renewal of public assets which deliver safe and sustainable services to the community. We continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

The Long-Term Financial Plan (LTFP) contains \$3.5 million per annum plus CPI for tree management. The FY 2023/24 budget is in line with the TrAMP requirements for FY 2023/24. Additional resources at a cost of \$700k are included in the FY 2024/25 AMP but are subject to Executive Budget Committee approval and therefore not included in the current LTFP.

This is reflected in the Forestree tree management software, which was purchased in July 2020 to improve tree management service delivery as well as to establish an urban forest in line with established asset management principles for trees on council land. Forestree was designed to help cities manage their diverse, variable, and valuable assets by capturing and keeping tree data up to date, managing, monitoring, and sharing information with key decision-makers.

Partnering with the Forestree team and driving innovation and development, we have successfully developed the first digitised version of a tree asset management plan which pulls key data and metrics from daily use of Forestree, which in turn informs urban forest performance, condition, useful life expectancy and a range of decision making and future budget requirements over the life of the plan. This is unique in Australia and is an industry leading innovation.

There are currently 57,012 trees registered as assets in Forestree™ *(static number at time of writing, will change daily)*

- 47,285 street trees
- 9,727 Reserve trees
- 15,949 planting spaces available

Despite their multitude of benefits, a variety of arboriculture, planning, social, public safety, and legal issues are involved in the complex process of managing trees. Many issues revolve around the interaction of trees with people, and trees with the built environment. Enhancing amenity, managing public safety, and minimising infrastructure damage requires intensive management.

There are three main challenges when managing the city's trees:

- Increasing tree canopy coverage while competing with growing urbanisation.
- Managing urban forest resilience to emerging climate change influences.
- Managing risk.

Council manages its trees in line with the Local Government Act, specifically Section 244 Liability for injury, damage or loss on community land and Section 245 Liability for injury or loss caused by certain trees.

Staff are qualified to undertake Visual Tree Assessment (VTA) and, where required, use The Tree Risk Assessment Qualification (TRAQ) which promotes the safety of people and property by

providing a standardised and systematic process for assessing tree risk. The qualification has been developed by the International Society of Arboriculture (ISA)

Inspection of hazardous trees

All council trees reported as being unsafe or hazardous by the public or identified as being of concern by staff are inspected by an appropriately qualified and experienced arborist (minimum Certificate III Arboriculture) as soon as possible. Residents affected by these trees will be notified of the outcome.

Record keeping

Trees will be managed primarily via Forestree which plays the critical role of providing an accurate Asset database and allows us to manage our urban forest efficiently. Before a tree is removed a photograph(s) is taken and the location plotted or updated via Forestree, this is a critical requirement when field staff makes the decision whilst on-site.

Corporate risk

Trees are recorded into our corporate risk register and managed in line with our Risk Management Framework (Attachment 2).

For your information, a listing of preferred tree species has been included as Attachment 3.

NEXT STEPS

- Seek FRAC feedback in Draft TrAMP (16 May 2023)
- General Council to endorse Draft TrAMP for Community Consultation (25 July 2023)
- Community Consultation (27 July 2023 – 17 August 2023)
- Incorporate Community Consultation feedback in Draft TrAMP (25 August 2023)
- General Council to endorse Draft TrAMP (12 September 2023)

ATTACHMENTS

1. Revised ASC Draft CoM Urban Tree Asset Management Plan V3 2021 20 [6.5.1 - 50 pages]
2. Urban Tree Management Risk [6.5.2 - 2 pages]
3. Tree Species data sheets [6.5.3 - 61 pages]



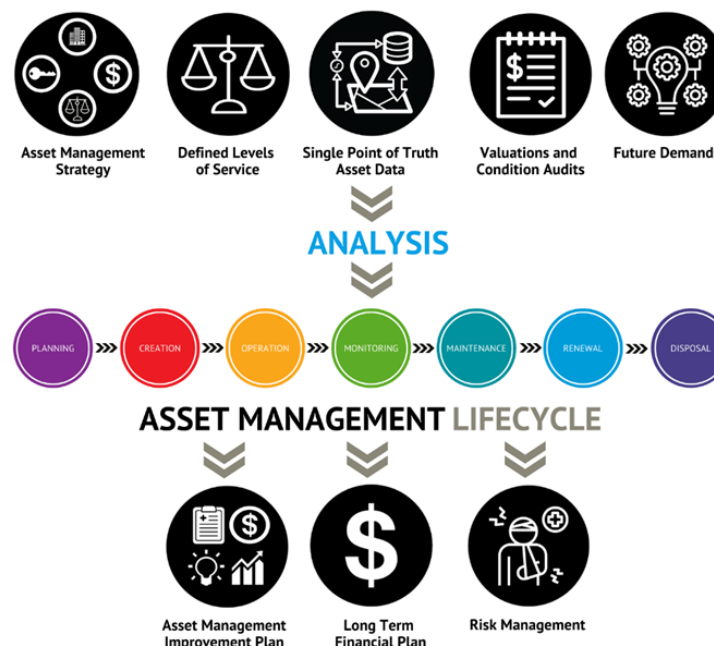
DRAFT Trees

Asset Management Plan

2023/24 - 2032/33

Document Control – to be deleted in final version						Information gaps / for review
Rev No	Date	Revision Details	Authors	Reviewer	Approver	
1.0	15/3/22	Initial Draft	IS	SLT Manager	RT	IIMM guidance Finance – Heath Harding.
2.0	11/9/22	Second Draft	IS	SLT Manager		Asset Owner – Russell Troup Subject Matter Experts – Ian Seccafien
3.0	10/2/23	Third Draft	IS	GM	BK	
4.0	16/05/23	Final Draft	IS	SLT	BG	Editor – Ian Seccafien
Data Source: link – date, confidence grade Financial projections spreadsheet template						

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REFERENCES	
IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus .	
IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM .	
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Design - Diagram including correct AMP icon designed separately via corporate template in Canva by Asset Solutions Teams

1. INTRODUCTION

The City of Marion's Urban Tree assets provide many benefits to our community. Our vision is to have streets and parks which are lined with mature, healthy trees that are a habitat for birds and other wildlife. The community values and appreciates the city's trees for their shade, appearance, and the contribution they make to the environment.

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our assets. Council trees are a physical asset and decisions made regarding their retention, removal or species selection are largely an operational decision. There are a number of key stakeholders including the community, consulting arborists, material suppliers, contractors, landscape architect, developers, and a range of others all of whom influence the way Council trees are managed, that in turn influence the performance or benefits public trees provide and Council's ability to deliver greening targets.

In 2018 Marion council produced a foundation document (Tree Management Framework 2018) to strategically focus its tree management and drive an ambitious tree planting program to increase its existing tree canopy in line with State Government targets. The action plan generated by the document has been largely implemented and the planting program is on track to deliver on its commitments.

As this planting program is implemented the focus of our urban forest management will move to a long-term maintenance phase and as such this plan defines how Urban Trees should be managed as assets, the service levels we provide, and the funding required to successfully manage them over the life of this plan.

Council managed trees are unlike any other Council assets. They are unique as a living asset, their value accumulates over time, their conditions change routinely based on variable environmental conditions, public interaction, and maintenance practices.

For a Council, managing such a diverse asset class does not negate those basic principles of effective asset management, which includes maximizing the asset performance or condition, managing its risk and through this, understanding cost associated with performance.

A significant part of Council's annual spend is devoted to the maintenance, operations, upgrade, and replacement of public assets which deliver safe and sustainable services to the community. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology.

This plan has been aligned with Council's Asset Management Policy (2018), Asset Management Strategy (2019) and Community Vision 2040, Tree Management Policy, Climate Change Policy, Environment Policy, Open Space Policy, Streetscape Policy, Open Space Framework/Plan, Local Government Association and Mutual Liability Scheme: Independent Inquiry into the Management of Trees on Public Land (2012), City of Marion Urban Tree Operations Manual, City of Marion Streetscape Design Guidelines (requires review) Predesign and Works Environmental Checklist.

2. EXECUTIVE SUMMARY will be finalised once plan approved internally before final EM endorsement

STORMWATER ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan

Stormwater Conduits

- Pipes
- Box Drains
- Culverts

Stormwater Components

- Pits
- Outlets
- Fittings
- Gross Pollutant Traps

Gross replacement cost \$214.23M
Reliable asset data

What it will cost over the 10-year planning period

\$

Planning	\$0.00M
Creation	\$27.80M
Operation	\$6.20M
Monitoring	\$0.30M
Maintenance	\$3.50M
Renewal	\$0.00M
Disposal	\$0.00M
Total	\$37.80M

Levels of Service

Provide a stormwater network that successfully controls drainage within the urban environment and protects the community from major flooding.
Funding levels are sufficient to continue to provide identified Community Levels of Service.

Risk Management

Controls in place to manage the major risks of collapse or failure of the stormwater network.
Funding levels are sufficient to continue to manage risks in the short term and will be reviewed during development of two new Stormwater Management Plans.

Future Demands managed through ongoing monitoring

- Community Expectations
- Environmental Sustainability
- Improvement Initiatives
- Legislation
- Technology

Improvement Plan

- Develop, review and endorse a Sturt River Stormwater Asset Management Plan with City of Mitcham.
- Develop, review and endorse a Field River Stormwater Asset Management Plan with City of Onkaparinga.
- Undertake a proactive CCTV inspection program across the Stormwater network.
- Investigate options to conduct Climate Risk Assessments.
- Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability.
- Integrate asset and financial management systems.

SNAPSHOT: STORMWATER ASSET MANAGEMENT PLAN 2020 - 2030

Stormwater assets include pipes, pits, drains and gross pollutant traps to provide an efficient method of collection and environmentally friendly disposal of stormwater run-off.

WHAT WE ARE DELIVERING

The City of Marion is experiencing continual transformation by way of residential development and land division. This infill development causes the creation of significant increases in impervious site coverage, ultimately resulting in the generation of greater stormwater run-off volumes. The impact of infill development has been captured in our stormwater management plans, which identify a number of recommended strategies to address this issue into the future.

COMMUNITY ASSETS

- Pipes
- Box Drains
- Culverts
- Pits, Outlets and Fittings
- Gross Pollutant Traps

FUTURE DEMANDS

- Community Expectations
- Environmental Sustainability
- Improvement Initiatives
- Legislation
- Technology

RISK MANAGEMENT

Controls in place to manage the major risks of collapse or failure of the stormwater network.
Funding levels are sufficient to continue to manage risks in the short term and will be reviewed during development of two new Stormwater Management Plans.

By listening and understanding what is important to you, we have developed Community Levels of Service:

TARGET

Safety

No preventable injuries

Quality

Operational requirements are safely and effectively met

Function

Provide sufficient assets to meet levels of service

Capacity

Assets are designed to cater for current demand

Sustainability

Operational requirements are safely and effectively met, whilst minimising impact on the environment

CURRENT PERFORMANCE AND NEXT STEPS

Adopting the Sturt River Stormwater Management Plan in conjunction with Cities of Mitcham, West Torrens and Unley. Undertaking proactive CCTV inspections of the underground pipe network.

Providing an effective stormwater network to best practice industry standards which reduces hazardous flooding for all events up to and including the 1% Annual Exceedance Probability (AEP) (100 year ARI) storm.

Regular **cleaning** of pits, inlets and outlets. More frequent cleaning of known 'hot spots'. Regular **street sweeping** to minimise amount of pollutants entering the drainage system.

Reactive pipe and pit **repairs** and pit lid **replacement** of the stormwater drainage network to keep it operating safely and at maximum capacity.

Exploring what we can do to build asset resilience in response to climate impacts. **Continuing** to assess innovation opportunities through rapid changes in technology.

We will optimise our spending through better asset management to deliver community levels of service in the most affordable and efficient way.

Design – Examples shown above – original and improved snapshot format endorsed post AMP endorsement., summarised from information within full AMP, designed separately via corporate AMP Snapshot template in Canva by Asset Solutions Teams

City of Marion – Urban Tree ASSET MANAGEMENT PLAN 2023-2033

4

FRAC230516 - Finance, Risk and Audit Committee - 16 May 2023

Assumptions and Limitations

The table below details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating, capital expenditure, asset values and carrying amount estimates.

Key Assumptions	Risk of Change to Assumptions
The Long-Term Financial Plan will not change over the planning period.	Medium
Service standards may be interrupted by weather events such as high rainfall or storms. This means that vegetation growth or tree failure may be higher than normal, placing operational capacity under pressure. Some areas may also be inaccessible during wet periods and remain un-serviced until accessibility improves. Storm events may also cause significant damage to vegetation, which will require resource intensive clean-up operations and the temporary suspension of some programmed services or customer requests.	Medium
Climate Risk Assessments may impact asset useful life expectancy (ULE)	Medium
Community levels of service expectations remain consistent.	Low
No significant changes in legislation.	Low
Extended periods of low rainfall or drought may place trees under stress. Being the costliest natural asset to replace, tree watering will be prioritised to ensure their survival and resources may be reorganised to ensure this happens.	Low
Trees are occasionally subjected to vandalism. These activities can result in the delay or suspension of tree planting operations in such locations. These activities can also result in maintenance resources being diverted away from programmed maintenance services to undertake tree replacement work, impacting the delivery of programmed services.	Low
Trees handed over to the City of Marion by property developers may not meet our levels of service. In such events, we may have to alter tree plantings to align with our resource capacity and Council endorsed levels of service.	Low

3. WHAT ASSETS WE HAVE

The City of Marion covers 56.17km² with 752ha of public open space, which includes a wide variety of functional reserves such as the Oaklands Park Wetlands, Sturt River Linear Trail, Coastal and biodiversity reserves, and formal recreation parks. In line with community vision, we aim to develop and connect our green infrastructure and biodiversity to reduce the effects of urban heat and create a cool and livable city.

There are currently 57,327 trees registered as assets in Forestree™ (*static number at time of writing, will change daily*)

- 47,634 street trees
- 9,693 Reserve trees
- 14,971 planting spaces available

	Quantity	Gross Replacement Cost (as at 30 June 2022)	Useful Life
Street Trees	47,634	\$ 12,169,057	60 years average
Reserve Trees	9,693	\$2,478,209	80 years average
TOTAL		\$14,647,266	

Assumes cost of replacement tree \$80 and cost of planting \$175.47=\$255.47 per unit, does not include establishment watering and formative pruning

Plan Objectives

Strategic objectives have been informed by the community vision and endorsed by Council. The objectives relevant to this Asset Management Plan are summarised below:

Objective	Strategy	How achieved
Increase Urban Tree Canopy by 20% from existing levels by 2045	Plant 4,300 street and reserve trees annually until all suburbs are at capacity	Successful delivery of tree planting program
Prevent unnecessary decline of existing tree canopy	Council endorsed tree management principles and assessment criteria	Trees will only be removed if meeting our tree assessment criteria Suitably qualified staff to assess trees
Community safety through effective risk management of trees	Service level standards identified and met Trees managed in line with TRAQ risk assessment principles	Monitoring inspections, maintenance programs undertaken to meet service level standards, all trees mapped as individual assets with data updated regularly
Meeting customer expectations	Manage customer service requests and provision of outstanding customer service.	Integrate Salesforce and Forestreet Achieve endorsed response times for CRM's Communicate outcomes to residents in a timely manner

Data Quality

In July 2020, the City of Marion purchased the Forestree tree management software to improve our service delivery and asset management of the trees under our care and control (council land). The system is highly capable and identifies each tree as an individual asset and works as a tool to provide whole of life works management.

Embracing continuous improvement and innovation, the Open Space Operations team has connected Forestree with other corporate applications such as our customer events system and broader GIS platform. Beyond this is a capability requirement to provide detailed data analysis to inform this Asset Management Plan via the use of Power BI. Data confidence is assessed as Reliable data (**confidence grade B**) for street tree assets and (**confidence grade C**) for reserve tree assets for used in the preparation of this plan.

Currency and accuracy of asset data is critical to effective asset and financial management. Data confidence is classified on a 5-level scale:

Confidence Grade	Data Confidence	Description
A	Highly reliable data	<ul style="list-style-type: none"> Based on sound records, procedures, investigations, and analysis. Documented accurately. Agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$.
B	Reliable data	<ul style="list-style-type: none"> Based on sound records, procedures, investigations, and analysis. Documented properly but has minor shortcomings. For example, some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C	Uncertain data	<ul style="list-style-type: none"> Either based on sound records, procedures, investigations, and analysis which is incomplete or unsupported. Or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D	Very uncertain data	<ul style="list-style-type: none"> Based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E	Unknown	<ul style="list-style-type: none"> Unknown, as none or very little data held.

4. LEVELS OF SERVICE

To clearly reflect our communities' expectations to protect and grow our urban tree canopy we have developed the following to guide our decision making.

Tree Management Principles

Principle	Delivery
A Green City	The City of Marion recognises the economic, social, and environmental value of trees and is committed to maintaining and where appropriate increasing the number of trees across the City of Marion in parks, reserves, and streets to 'green' the city, contribute to healthy lifestyles and strengthen habitat and biodiversity.
Pre-European Landscape	An emphasis will be placed on strengthening the city's pre-European landscape in parks and reserves where this is consistent with the character and function of the park or reserve.
Tree Avenues	Aim to establish avenues of quality street trees in most streets across the city, to enhance the appeal and amenity of the streets and neighbourhoods.
Climate Change Adaptability	Commitment to climate change adaptation through the use of drought tolerant and sturdy tree species and by adopting industry best practices to enhance tree sustainability.
Species Selection	An emphasis will be placed on tree species within streets, precincts and suburbs that are consistent and relevant to the character and climate of the area concerned
Landscape Connections and Habitat	Trees will play a key role in achieving landscape connections and habitat provision across the city through corridor, boulevard and avenue tree planting, and the use of plant species that provide habitat for local wildlife.

Tree Assessment Criteria

Street and reserve trees are only removed if one or more of the City of Marion Tree criteria are met:

- The tree is dead (indigenous species appropriately located in reserves are to be left as habitat)
- The tree is diseased, and its life expectancy (ULE) is short.
- The tree species is inappropriate or poorly located for the site or location and has been determined to be creating management, security, or safety issues.

- The tree represents an unacceptable risk to public and private safety (Based on TRAQ or other internationally recognized tree risk rating or score).
- Where statutory vegetation power line clearance (SA Power Network pruning) has resulted in unsatisfactory visual amenity or compromised the structural integrity of the tree.

Tree Assessment Considerations

Impacts on views (including advertising signs) will not justify the removal or substantial pruning of a tree. However, the planting of trees will be sensitive to the future impact on views in the first instance. Other common reasons such as, leaf / flower / fruit drop, bird and other animal waste or noise, off-street parking, bin location and installation of solar panels unless the client/request is supported by medical or legal advice under Section 245 of the Local Government Act 1993 will not be considered.

- All trees on Council land are considered council property and should not be removed without Council approval.
- A suitably qualified Officer/Council Arborist, or when deemed appropriate an independent Arborist will inspect the tree and make an assessment based on the removal criteria.
- All tree assessments will follow the Visual Tree Assessment (VTA) methodology.
- Development Plan Approval is required for the removal of Regulated and Significant trees.
- All reasonable alternatives to retain a tree shall be considered before it is removed.

Community feedback (What you told us)

Community consultation was undertaken in finalising the Urban Tree Asset Management Plan which was adopted by Council in (2023).

A community satisfaction survey and additional targeted survey regarding urban tree management was conducted by the City of Marion in 2022 and in March 2023. The key findings of the survey have been summarised below.

With a lower satisfaction score to high importance score the report highlights tree maintenance as a priority and something council should focus on moving forward.

52% of respondents believe there should be better tree/park maintenance and preservation.

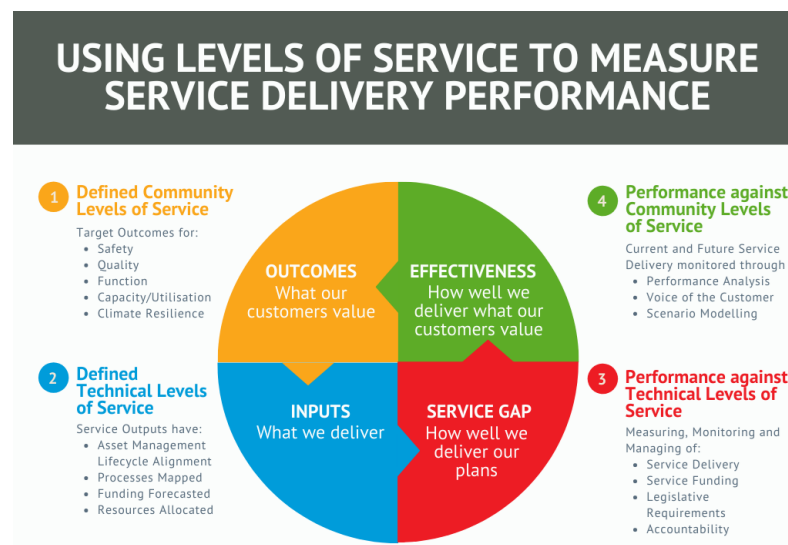
2022 City of Marion Community Satisfaction Survey	Total Satisfied	Total Importance
Community Trees	71%	94%

2023 Community Engagement Survey Results (414 people Awareness, 255 people informed, 174 people engaged, 184 people submissions)

Question	Response
Trees are important to urban areas	95% Definitely agree
I like street trees on my street	77% Definitely agree or somewhat agree
I am easily able to walk along shaded footpaths within the City of Marion	45% Somewhat agree/Definitely agree
I can see areas where more trees need to be planted within the City of Marion	77% Yes
Falling Tree limbs concern me	43% Somewhat agree/Definitely agree
I can see areas where street and/or reserve trees need to be better maintained by the City of Marion	58% Yes
It is reasonable to remove all trees on a property to allow development	79% No
Every property should have at least one street tree in front of it	78% Yes
I am willing to provide supplementary watering when a new street tree is planted at the front of my house	94% Yes

General question: How do you think the City of Marion should overcome this challenge?

- Plant more trees on streets and reserves.
- Raise community awareness of the value of trees.
- Provide incentives for property owners to protect/retain trees on private land.
- Advocate that other parties be required to share the cost of establishing trees in tricky areas (e.g., electricity networks undergrounding powerlines).
- Advocate that State Government invests in trees in tricky areas.
- Gradually replace trees with a variety of climate-resilient species on each street (High climate resilience).



Community Levels of Service

	Community Level of Service	Achieved By
Safety	Manage trees to an acceptable level of risk	Trees will be managed in line with internationally recognised Tree risk assessment methodologies such as TRAQ, QTRA or VALID, with TRAQ the preferred method used.
Quality	Trees are in good health and condition	Trees will be maintained to service level standards to provide safe pedestrian and vehicle access.
Function	Tree canopy cover to provide shade, cooling, and biodiversity	Canopy coverage analysis via LiDAR mapping, Health, and condition assessments.

Capacity	All streets, parks, and suburbs to have an acceptable number of trees planted	Plant all suitable planting spaces, trees only removed if meeting our tree assessment criteria. All trees will be mapped as individual assets with data attributes regularly updated and data integrity maintained. Scheduled inspections undertaken on time.
Climate Resilience/Sustainability	Increase urban tree canopy by 20% by 2045	Plant 4,300 street trees and 400 reserve trees each year until the majority of council land is at capacity status 1 (Very Good) <i>tree asset capacity/utilisation – current performance table</i> . Diversify species lists to safeguard against drier climate and pest/disease attack.

Technical Levels of Service

Technical Levels of Service	Current Performance
Planning Assets are planned in line with Asset Management policy principles and optimal asset maintenance and renewal programs.	<ul style="list-style-type: none"> • Tree Assets are planned in line with 7-year planting program endorsed by Council in 2021. • Species specific removals may occur as ULE reduces or risk rating become unacceptable. • Forestree GIS management system used to coordinate long term maintenance and renewal programs.
Creation Assets are created to maintain community levels of service.	<ul style="list-style-type: none"> • Urban forest increases annually based on tree planting targets set from 7-year planting program. • Tree watering programs (3 years). • Formative pruning program. • Handed over from streetscape upgrade projects or as contributed assets from urban developments. • Operational and maintenance budgets and internal resources will increase as total number of trees under council care and control increase. • Forestree system is used to record new trees planted.

Operation The day-to-day asset activities required to provide service delivery to the community.	<ul style="list-style-type: none"> • Trees are maintained in line with service standards via our programmed and reactive maintenance activities. • Trees are pruned in line with Australian Standard AS 4373. • Rapid response occurs to high-risk events such as storms and or when hazards are reported via staff or customer service. • Customer requests are responded to in line with set response times.
Monitoring Condition monitoring of assets in line with optimal inspection schedule based on useful life expectancy.	Trees are monitored via Forestree scheduled inspection frequency. <ul style="list-style-type: none"> • Low risk – 5 yearly. • Medium risk – 3 yearly. • High risk – Annually. • Extreme risk – Monthly.
Maintenance Assets are maintained in a functioning condition with quick response times to reactive repair and maintenance.	Reactive Maintenance <ul style="list-style-type: none"> • Responding to customer requests for pruning. • Responding to emergency/high risk events. • Maintenance activities recorded against individual trees via Forestree. Planned maintenance <ul style="list-style-type: none"> • 3.5 years suburb block pruning program achieved with all trees pruned to council standard and relevant Australian Standard.
Renewal Assets are programmed to be renewed in accordance with optimum whole of life costs corresponding with the end of useful life.	<ul style="list-style-type: none"> • Risk based approach to replace assets identified as being in poor structural condition and high risk of failure. Tree assessment undertaken in line with acceptable Arboricultural risk assessment methodologies like TRAQ. • Trees removed and stumps ground with acceptable timeframes, vacant planting location rescoped for new tree planting the following planting season.
Disposal Disposal of assets which fail to meet minimum community levels of	<ul style="list-style-type: none"> • Removed trees are decommissioned in Forestree with historical data kept in metadata. • Declared weeds prioritised for removal across the city based on budget availability. • Removal of trees that are dead, diseased, or dying.

service, utilisation benchmarks or are no longer required.	
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Service Standards

Customer Events System (Salesforce) response time

The City of Marion Arboriculture team is committed to providing the highest level of customer service possible and aims to be the benchmark in tree management operations in Local Government.

- Tree Emergency Works – Response times for emergencies will be 4 hours unless a storm event has occurred in which turn-around times may be longer due to the volume of calls received.
- Tree Pruning Request – All requests for tree pruning will be within 40 working days.
- Tree Assessment/Removal – All requests for removal will have an initial assessment made by a suitably qualified officer within 15 working days, further detailed assessment or development approval may require a longer timeframe. Once the tree has been approved for removal, works will be completed within 40 working days.
- Tree Stump Removal – All tree stumps will be removed within the following 20 working days after tree removal, stump removal is generally sent to contractors for completion via our Tree Management.
- Tree replacements – All trees removed will be replaced where warranted during the following planting season occurring from May-September.

Clearance Pruning Standards

The following clearances apply:

Accordingly, Council's Arboriculture Unit will prune Council-owned vegetation that intrudes into and over all infrastructure within the road reserve, to the following minimum clearance specifications. (The exact amount cleared will depend on traffic loads and sight-line issues.)

Footpath Clearance

- Edge of footpath: 2.4 metres
- Centre of footpath: 2.7 metres

Road Envelope

- Kerb line: 2.7– 3 metres
- Centre of road (non-arterial): 5 metres

Road Infrastructure:

- Around Street lights clear visibility must be cast 60 degrees to pole to achieve 1.0 m clearance from pole.

- Street signage, clear visibility

Source: City of Marion Urban Forest Operations Manual

Qualifications of Arborist undertaking Visual Tree Assessment (VTA)

The arborist undertaking a VTA will have a minimum Certificate 5 Diploma in Arboriculture qualification or similar ISA qualification, unless otherwise delegated by the Coordinator Arboriculture.

Tree Asset Condition

Tree structures are susceptible to the environmental and physical conditions around them and can both improve and decline over time. A healthy tree can continue to improve but require pruning to modify its canopy for appropriate vehicle/pedestrian access. When structural damage occurs, it is largely irreversible and therefore overall healthy trees can be found with poor structures or unbalanced canopies.

Condition is monitored by suitably qualified officers and trained staff with a Level 1 or 2 Visual Tree Assessment (VTA) qualification. When undertaken, the relevant attribute information is recorded in Forestree™. A TRAQ risk assessment is undertaken on Regulated and Significant trees and other scheduled inspections/observations are undertaken on all trees over a 5-year inspection timeframe.

Condition	Description	Actual Condition
1	Good: Tree has a well-defined and balanced crown. Branch unions appear to be strong, with no defects evident in the trunk or the branches. Only planned maintenance required.	84%
2	Average: The crown may be slightly out of balance, and some branch unions or branches may be exhibiting minor structural faults. If the tree is a single trunk, it may be on a slight lean. Minor maintenance required plus planned maintenance.	11%
3	Poor: Poorly structured or unbalanced crown or exhibiting large gaps. Major limbs may not be well defined. Branches may be rubbing or crossing over. Branch unions may be poor or faulty at the point of attachment. May be suffering from root damaged. Significant maintenance required/possible renewal.	3%
4		1%

	Dying: Tree has significant dieback, heavy presence of deadwood and a sparse canopy. Significant maintenance or renewal required. Species requires review to determine optimal performance in line with Climate Change	
5	Dead: Physically unsound. Asset requires disposal/replacement	1%
Status	<i>Urban trees are particularly susceptible to the environment around them, after establishment they are generally reliant on natural rainfall and the amount of permeable space to flourish. When these conditions change or if the tree is impacted by some sort of development this can quickly lead to declining health or loss of the asset</i> <i>Dead trees may be retained for habitat creation.</i>	
Data Confidence		Reliable

5. TREE ASSET CAPACITY / UTILISATION

Current Performance

Capacity and utilisation are monitored by regularly reviewing the number of vacant planting spaces available, tree canopy cover as a % council wide at the suburb level. This is provided via LiDAR mapping undertaken by State Government every 3 years.

Capacity / Utilisation	Description	Actual Capacity / Utilisation
0	New Asset: Newly planted trees	32%
1	Very Good: Canopy cover has increased within 3-year period, <4,300 planting locations available	0%
2	Good: Canopy cover has stayed the same within 3-year period, <8,600 planting spaces available	0%
3	Fair: Canopy cover has stayed the same within 3-year period, <12,500 planting spaces available	0%
4	Poor: Canopy cover has stayed the same 3-year period, <16,800 planting spaces available	68%
5	Very Poor: Canopy cover has declined by > 3% within a 3-year period, >than 16,800 planting spaces available	0%

Status	<i>Increase in Capacity/Utilisation score is predicted as 7-year planting plan is rolled out scheduled for completion in 2026/27</i>	
Data Confidence		Reliable

ASSET CLIMATE RESILIENCE / SUSTAINABILITY

Council recognises that climate change is likely to affect asset life and functionality. The effects of Climate Change are already being seen right across the country and felt locally.

It is predicted that average maximum temperatures will increase by 1.1°C by 2030 and 1.8°C by 2050, with days over 40 increasing from a baseline of 2.4/year average to 4.3/year by 2030 and 6.2/year by 2050. Rainfall will reduce by 5.4% by 2030 and 8.4% by 2050.

Source: Green Adelaide, Guide to climate change projections for risk assessment and planning in South Australia.

We will continue to diversify our species selection to reduce monocultures and partner with nurseries and research organisations to ensure our urban trees are adaptable to the ongoing effects of climate change.

Climate Change Description	Projected Change	Potential Impact on Asset and Services	Mitigation measure
Increasing Temperatures and urban heat.	Increasing average temperatures and localised heat.	Increase water stress to trees as extreme temperatures cause embolisms in leaf structures. This may reduce the survivability of new tree plantings.	Greater species diversity, ongoing watering for establishment, research, and street tree trials.
Rainfall/weather events.	More Severe Storm events with periods of intense rainfall and drought periods.	Frequency and intensive storms increase the likelihood of branch failures and whole tree failure.	Regular inspection and maintenance programs.
Pest and disease attack.	Increase frequency and variety of pest and disease seen on trees. New infestations and infections resulting from interstate travel.	Mature trees more susceptible to pest damage, species loss from disease.	Monitoring programs developed; treatments undertaken when required.

Legislative Requirements

The management and care of Urban Trees under the care and control of Council is subject to various Legislative requirements and regulations which must be adhered to at all times. The following lists those legislative requirements relevant to Urban Trees:

Local Government Act 1999

- Sections 196 to 199 Community land management plans
- Section 213 Recovery of costs of roadwork
- Section 221 Alteration of road
- Section 232 Trees
- Section 233 Damage
- Section 244 Liability for injury, damage, or loss on community land
- Section 245 Liability for injury, damage, or loss by certain trees
- Section 299 Vegetation clearance
- Councils existing Policies including Public Consultation which reflects the requirements of the Local Government Act 1999

State and Federal Acts

- *Planning, Development and Infrastructure Act 2016*
- *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*
- *Electricity Act 1996*
- *Heritage Act 1993*
- *Water Resources Act 1997*
- *Environment Protection Act 1993*
- *Animal and Pest plant Control (Agricultural Protection and Other Purposes) Act 1986*
- *Sewerage Act 1929*
- *Aboriginal Heritage Act 1988*

City of Marion Community Vision – Towards 2040

City of Marion Climate Change Policy

City of Marion Open Space Policy

City of Marion Tree Management Policy

City of Marion Streetscape Policy

City of Marion Strategic Asset Management Framework

Operational Documents

Relevant Australian Standards

SafeWork SA Codes of Practice

Predesign and works Environmental Checklist

Streetscape Design Guidelines (needs review)

Urban Tree Operations Manual

Local Government Association and Mutual Liability Scheme: Independent Inquiry into the Management of Trees on Public Land (2012)

6. HOW WE PROVIDE THE SERVICE

Despite its multitude of benefits, a variety of arboricultural, planning, social, public safety and legal issues are involved in the complex process of managing trees. Many issues revolve around the interaction of trees with people, and trees with the built environment. Enhancing amenity, managing public safety, and minimising infrastructure damage requires intensive management.

There are three main challenges when managing the City's trees:

- Increasing tree canopy coverage while competing with growing urbanisation
- Managing urban forest resilience to emerging climate change influences
- Managing risk.

2017 Service Review

An open space operations service review undertaken in 2017 identified areas of opportunity for service level improvement. This review considered people, customer feedback, plant utilization, asset condition, costs and drivers, contracted services, and risk.

This review also assessed services against a number of optimisation levers (demand reduction, process optimization, productivity improvements, automation opportunities, sourcing, and structural opportunities etc.) as another systematic way of identifying opportunities. One of the key findings and recommendations of the review was to activate an urban tree maintenance program (Block Pruning) to ensure all trees are visited once every 3 years from inspection and pruning as required. As our tree population has increased from 29,000 trees at the time of review to 57,000+ in 2023 this program is now extending to 3.5 years for completion due to insufficient resources to keep the program at 3 years.

Tree Maintenance Programs

Urban tree maintenance program (Block Pruning) - 3 year rolling program to provide clearance over footpaths and roads as per standards, trees identified as a hazard or having poor growth habit/structure are removed and added to replacement planting program through Forestreet. (Current target not being met due to insufficient resources)

CURRENT RESOURCES (MARCH 23)

Function	FTE count	Equipment
Tree Planting	1 x FTE and 3 x Casual staff (Planting Season only)	3t tipper truck and Kubota mini excavator
Reactive Trees Team 1	3 x FTE	1 x Chipper truck and Chipper, 1 x 11m Elevated Work Platform
Reactive Trees Team 2	2 x FTE	1 x Crane Truck
Tree Block Pruning	3 x FTE	1 x Chipper Truck and Chipper, 1 x Hydra ladder
Tree Watering (Resources drawn from Parks team)	3.5 FTE	4 x 8000L Water Tankers

FUTURE ADDITIONAL RESOURCES

We anticipate by 2027/28 we will have approximately 80,000 trees. Newly planted trees require 3 years of watering for establishment, with 2 rounds of formative pruning within the first 6 years of life (depending on growth rates). Formative pruning is a critical maintenance function as this gives the trees its good form and structure thus reducing the need for heavier intervention pruning later in life which is costlier and can be detrimental to tree health. Resources in the form of additional FTE's and or Opex funding for contractor engagement will be required.

Future resource requirements will be confirmed as the plan is endorsed.

7. ASSET PLANNING AND CREATION

During 2010, the South Australian Government released its 30-year plan for Greater Adelaide. More recently, under its theme 'A Greener City' a 2016 plan update set the ambitious target:

Tree canopy is increased by 20% across metro Adelaide by 2045.

The target is a necessary response to the onset of climate change; increasing vegetation across urban areas brings with it carbon storage, improved air quality, reduced temperatures, and a range of social and environmental benefits.

The target is a necessary response to the onset of climate change; increasing vegetation across urban areas brings with it carbon storage, improved air quality, reduced temperatures, and a range of social and environmental benefits. This led to the creation of the *Tree Management Framework 2018* which contained ambitious planting targets to increase canopy coverage across the City of Marion. These planting targets have been steadily increasing to the current capacity of 4,300 Street and Reserve trees to be planted each year.

In 2021 this evolved into the 7-year Suburb Planting program which prioritised our city-wide planting into focusing on the most vulnerable suburbs based on spatial data relating to low tree canopy, ground thermal imagery relating to urban heat islands and vulnerable communities' data (See appendix A for program details)

Year	TMF Tree Planting Target	Actual number planted
2018/19	1,400	1,288
2019/20	3,000	3,961
2020/21	3,500	3,814
2021/22	4,300	4,741
2022/23	4,300	3,466* planting underway
Total	16,500	17,270

Forward projections indicate if we achieve our annual planting target of 3,900 street and 400 reserve trees for the next 6 years our urban tree canopy cover is projected to grow, and we anticipate achieving the State Government target by 2028 with the State Metropolitan average being achieved by 2031.

By 2045 our tree canopy is predicted to exceed 35%

New Urban Tree Planting assets are identified from:

- Community requests
- 7-year Council endorsed planting plan (informed by LiDAR mapping and thermal scanning)
- Partnerships with other organisations
- Internal scoping
- Streetscape projects and residential development

FUTURE TRENDS

The impact of demand drivers that may affect future service delivery and use of assets are shown in the table below.

As our current planting programs continue to increase our urban tree canopy and community expectations about the importance of actively managing our urban trees will continue to build resulting in new service demands.

Council has considered the following future drivers during development of this asset management plan:

Driver area	Driver	Impact on services	Demand Management Plan
Political	Political changes and council amalgamations.	Change in services or service levels.	Approved business case and ongoing review of the Asset Management Plan.
Land Use	Planning and design code.	Urban infill is reducing the availability of open space for tree planting, reduced road reserve widths, increasing number of driveway access forcing tree removals, numbers of cars permanently parked on streets preventing watering of trees.	Ensure developments refer to Open Space AMP, set minimum standards for verge widths. Review and update streetscape design guidelines.
Land Use	Loss of Tree Canopy.	Urban infill is resulting in the loss of many large canopy trees from private property with no viable reduced opens space to offset the canopy/habitat loss. Restrictions to species choice under powerline infrastructure results in only small growing trees being planted within clearance envelope.	Ongoing funding of Regulated tree maintenance fund Advocate state government to increase protections for large trees. Advocate to State Government for legislative change to drive undergrounding of powerline

Driver area	Driver	Impact on services	Demand Management Plan
		Increasing reserve and street tree plantings cannot offset loss resulting in canopy decline.	infrastructure and or increase species flexibility around powerline infrastructure.
Economic	Urban Forest Valuation.	Traditionally only the up-front costs of tree planting are considered, and establishment and maintenance operations will not increase with growth of asset base.	<p>Set up a tree establishment program to compliment the operation block pruning program, this will require an increase in internal resource capability or contractor budgets.</p> <p>Establish a tree valuation method and calculate the value of the tree population as a whole and by suburb.</p>
Social	Ageing Population.	An ageing population may highlight the impact of street trees have on footpaths and other civil infrastructure. Trip Hazards from existing root systems should be managed and future plantings should be planned within the context of the streetscape.	<p>Continue to monitor streetscape renewal programs and combined conflicting program prioritises to better align program outcomes.</p> <p>Use root barrier and other methodologies where appropriate to reduce incidents and retain trees.</p>
Social	Changing community demographics, needs and expectations, COVID-19 impacts have made needs more complex and localised.	Population increase will drive higher demand on streetscape and open space infrastructure and may result in a higher likelihood of risk related events.	<p>Monitoring community expectation by communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.</p> <p>Ongoing monitoring of trees via Forestree focusing on high/medium risk trees, increase mulching around large trees to set up exclusion zones.</p>
Technological	Smart Cities, Sensors, GIS, remote sensing,	Being a smart organisation that uses data to drive decision making, with ongoing	Continue to connect Forestree to corporate systems like Salesforce, Power Bi, ESRI and Asset Management.

Driver area	Driver	Impact on services	Demand Management Plan
	Artificial Intelligence, LiDAR mapping.	integration of Forestree into the corporate business activities.	
Environmental	Reduced rainfall and increased intensity of storms and rainfall events.	Likely greater loss of certain tree species through ongoing drying conditions. Likely increase in sudden branch failure and whole tree failure.	<p>Embedding climate resilience and sustainability into asset decision-making.</p> <p>Increase funding for monitoring/maintenance programs.</p> <p>Review species list and work with suppliers to further diversify tree species, participate in research projects with partner groups such as TREENET.</p>
Environmental	More frequent intense heatwaves and increased temperatures.	<p>Climate fuelled extreme weather will cause stress to trees. Extremes of reduced overall rainfall and hotter days during summer associated with intense isolated rainfall events.</p> <p>This may make mature trees more susceptible to pest and disease outbreaks and reduce the survivability of new plantings.</p> <p>Increasing costs from community demand for a higher level of amenity during summer months.</p>	<p>Embedding climate resilience and sustainability into asset decision-making.</p> <p>Incorporating Water Sensitive Urban Design and Environmentally Sensitive Design guidelines into climate-ready infrastructure and landscapes.</p> <p>Incorporate trees into streetscape design process.</p> <p>Embedding climate resilience and sustainability into asset decision-making and review of species lists, maintenance programs and annual inspections.</p> <p>Monitoring and reviewing operations and management practises for seasonal variation</p>

Driver area	Driver	Impact on services	Demand Management Plan
Environmental	Increased frequency and intensity of bushfires.	Increasing disruption to electrical and telecommunications supply disrupting council operations. Reallocation of staff to emergency response and recovery.	Embedding climate resilience and sustainability into asset decision-making. Working with emergency services to prepare bushfire management plans that include response and recovery.
Relationships	Collaboration between Cities of Marion, Charles Sturt, and Port Adelaide Enfield. Collaboration between neighbouring councils and stakeholders within shared catchments.	Ability to deliver services at a higher operational level. Improved information and data sharing.	Adopting best practice principles across all three councils to deliver best value. Continue to work with neighbouring councils and share information.
Relationships	Testing of levels of service.	Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the current level of service.

8. ASSET OPERATION, MONITORING and MAINTENANCE

Council operates and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Urban Tree operations include regular activities to provide services such as risk management, safety, and amenity. It is recognised that professional tree management is essential to the sustainability of the urban forest. We will use internationally recognised best arboriculture practices in all tree maintenance functions focusing on risk management, sustainable tree management and customer service & satisfaction principles.

Routine maintenance is the regular on-going work that is necessary to keep our trees in good health and condition and to minimise risk of failure.

Our maintenance programs are focused on legislative requirements, risk management and service standards identified in this plan.

- Reactive maintenance is unplanned work and managed via Forestree™ which is carried out in response to storm events, customer service requests and management/supervisory directions. Priority of reactive maintenance is undertaken by staff using experience and judgement OR reactive maintenance is carried out in accordance with response levels of service detailed in Community & Technical Levels of Service
- Planned maintenance is work that is identified and managed via Forestree™. Activities include inspection, VTA assessment, prioritisation of works, scheduling, actioning the work and reporting completed actions to develop a maintenance history and improve maintenance and service delivery performance.

Planned maintenance work is currently two thirds of total maintenance expenditure and is focused around our suburb block pruning program undertaken with internal staff and equipment. Increasing cost of planned maintenance reflects increasing tree population and inflationary pressures.

Increasing unplanned costs reflect increasing intensity of storm events, service demands from residents, lack of quality contractors' availability and inflationary pressures.

Actual past maintenance expenditure is (includes FTE x 8 and contractor budgets) assumes (2/3 Planned and 1/3 Unplanned).

Financial Year	Maintenance Expenditure	
	Planned and Specific	Unplanned
2018/2019	\$ 894,823	\$ 226,113
2019/2020	\$ 738,234	\$ 291,186
2020/2021	\$ 815,805	\$ 517,479
2021/2022	\$ 1,088,854	\$ 637,435

Customer Request history

Financial Year	Number of Tree related Customer events
2018/2019	2812
2019/2020	2803
2020/2021	3321

2021/2022	4023
2022/2023	3379 (incomplete FY)

Asset Useful Life Expectancy (ULE)

Trees are subjected daily to a range of dynamic forces and are constantly changing in reaction to their local environment. As tree dynamics constantly change it is necessary to undertake regular monitoring to ensure the trees do not pose a risk to the public. Our trees are automatically assigned a regular 5-year inspection schedule, however this frequency may be increased or reduced as identified by either our staff or by independent arborist recommendations. All trees are recorded into Forestree and flagged for inspection as per the agreed monitoring timeframe. The trees will be inspected by suitably qualified Arborist in line with the timeframes specified and relevant information recorded into Forestree including photos and any remedial works required undertaken within timeframes specified.

Useful Life Expectancy is monitored by Forestree data in real-time and measured using a 0 – 5 grading system.

Condition	Description of Useful Life Expectancy	Residual Useful Life (% of asset design life remaining)	Estimated Condition
0	New Asset	100%	10%
1	Greater than 20 Years: Tree is in excellent health and condition and has strong potential to be a long-lived specimen. Only planned maintenance required	60% to 100%	71%
2	10 – 20 Years: Tree is in good health and condition and has potential to live in the location over the medium to long term. Minor intervention maintenance required plus planned maintenance	35% to 60%	15%
3	5 – 10 years: Tree is in moderate to good health and condition, possible showing signs of decline and or stress. Has potential to improve or decline depending on intervention. High priority maintenance required	20% to 35%	4%
4	Less than 5 years: Tree is in moderate to poor health and condition, showing signs of decline/stress, requires significant intervention works and or possible removal and replacement	10% to 20%	1%

5	Senescence: Usually relates to a veteran tree which has high retention value however may have a high risk of failure and requires significant intervention to retain	0% to 10%	0%
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9. ASSET RENEWAL AND DISPOSAL

Trees have a finite life span and eventually senesce and die so that they may require removal and replacement. The replacement of trees is one of the more complex, emotive, and pressing issues of managing trees.

The emphasis throughout the whole tree replacement process should be on planning to preserve, if possible, what is considered to be culturally significant. Any tree removal and replacement need to be planned to ensure a staged process is implemented and the removal of the tree does not detract from the quality of the place.

Over-mature veteran trees can represent a risk should they be in decline or stressed. The difficulty comes as these trees age and decline, and decisions need to be made on their future. It may be necessary to retain a tree beyond its peak aesthetic value because of its age, dimensions, rarity or association with a particular historical event or person. However, this is subject to risk, historical and social significance, aesthetics, and cost.

Tree regeneration should be considered in the first instance if tree health and species response are conducive to this method of regeneration. Should these techniques not be possible then it may be necessary to remove and replant with a young tree.

Retention of a dead tree may also be considered as an alternative approach to provide ongoing habitat value through the creation of artificial hollows. Risk, historical and social significance, aesthetics issues and community support must also be considered as part of this approach.

The following Tree Replacement approaches can be considered for individual tree plantings:

Single Tree Rotation	Remove and replace before or as the tree enters serious decline Manage for as long as possible then remove when the tree is no longer safe or attractive and replace. It is necessary to consider that arboricultural techniques aimed at prolonging the life of trees will improve vigour and slow the rate of senescence by providing an ideal growing environment, however they cannot halt or reverse decline.
Dual Tree Rotation	Plant a young replacement tree adjacent to the existing tree as close as practical for a number of years prior to removal. If successful, this will soften both the aesthetics and functional blow of mature tree replacement.

Continuous Rotation	Tree	the process is applicable for extensive features such as avenue or group of veteran trees, it may be possible to develop a mix of age classes by carrying out a continual replacement program.
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The method of replacement that can be applied to an individual situation depends on the specifics of the tree, its level of significance, location, resources available and community response.

Tree species selection and list management

Our species list should consist of a broad range of native and exotic tree species and will be based on their suitability to local conditions, desire to maintain or increase species diversity and the preservation or contribution to the streetscape or park character. We will endeavour to adhere to the principle of selecting the most appropriate species for the location. Species diversification ensures our urban forest is safe guarded against whole species lost through pests and disease. We work closely with our nursery suppliers to trial new cultivars and varieties which come on the market which are drought tolerant and resistant to the effects of climate change.

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. For trees this is not always easy to forecast and is not always like-for like as it is with other asset classes. The primary example is if a big canopy tree is removed it can only be replaced with a juvenile which will take many years to realise its asset potential.

The capital renewal program is based on real time costings associate with trees identified in Forestree for removal.

Existing Tree Character Zone Maps see Appendix B

Suggested Park & Reserve Species List Appendix C

Suggested Street Tree Species List Appendix D

10. RISK MANAGEMENT

Council manages its trees in line with the Local Government Act, specifically Section 244 Liability for injury, damage or loss on community land and Section 245 Liability for injury or loss caused by certain trees.

The Tree Risk Assessment Qualification (TRAQ) promotes the safety of people and property by providing a standardized and systematic process for assessing tree risk. The qualification has been developed by the International Society of Arboriculture (ISA) and will be the standard our trees are assessed in line with.

Inspection of hazardous trees

All council trees reported as being unsafe or hazardous by the public or identified as being of concern by staff are to be inspected by an appropriately qualified and experienced Arborist (minimum Certificate III Arboriculture) as soon as possible. Residents affected by these trees will be notified of the outcome.

Record keeping

Trees will be managed primarily via Forestree which plays the critical role of provided an accurate Asset database and allows us to manage our urban forest efficiently. Before a tree is removed a photograph(s) will be taken and the location plotted or updated via Forestree, this is a critical requirement when field staff makes the decision whilst on-site.

Corporate risk

Trees are recorded into our corporate risk register and managed in line with our Risk Management Framework

11. TREE VALUATION

(City of Melbourne Amenity Tree Valuation Method (ATVM))

Trees are not currently valued from an accounting perspective hence why valuation data is not periodically updated. Unlike other infrastructure assets, trees typically appreciate as they age, meaning they are difficult to assess from an accounting viewpoint.

Trees however have strong community value and as tree benefits are better understood, and tools for deriving their value are improving, street trees can be valued at regular intervals. Knowledge of the value of street tree assets and the city wide and suburbs levels can assist Council to allocate appropriate budgets for their management.

Setting a Tree Valuation Method will greatly enhance our ability to value our trees, inform future operational budgets based on asset worth and set genuine community value in relation to managing trees as part of in-fill development. At this stage no Australian Standard for Amenity Tree Valuation has been adopted. The process to develop a standard first began some thirty years ago and at this stage no agreement by key stakeholders has been obtained.

However, the City of Melbourne Amenity Tree Valuation (ATV) Method has now been adopted by the Cities of Adelaide, Burnside, Port Adelaide Enfield, Mitcham, Prospect, Holdfast (check for other Councils) and of course City of Melbourne is the recommended method that should be adopted by the City of Marion. This method is easy to use and to justify to the end user.

The essential elements of the of this ATV method are;

1. Base tree value.

2. Tree species attributes.
3. Tree aesthetics.
4. Tree location and tree condition.

The formula assigns a numerical value to each criterion that a tree has or makes to the environment and ultimately determines a monetary value to that tree. It is intended that the ATV can bring a tangible value to a tree should situations arise through development activity or where Council may propose activity that will influence the health of a tree.

It is usually undertaken on trees of cultural value however an example of where it may be applied includes the death of a public tree through negligence or illegal activity associated with adjacent development activity.

The formula relies on Council determining the “value” it assigns to individual criteria of the formula, and specific to the character of the locality.

For the purposes of the Urban Tree AMP the following application shall be used by Council to determine the Amenity Tree Valuation of publicly owned trees.

Value (\$\$) = Basic Value of a standard tree purchased (\$) x Species (S) x Aesthetics (A) x Locality (L) x Condition (C)

Example of the Urban Tree Valuation

A tree identified as a mature Araucaria heterophylla (Norfolk Island Pine) of 20m in height and with a DBH of 66 cm growing in a Council reserve near a resident's rear fence line and one of a few examples of the species within the locality. The tree portrays good health, with a structure and form that is typical of the species and considered to be good. The tree has been damaged by unknown persons with the potential cause thought to be herbicide poisoning.

Tree amenity value formula:

Value (V) = Basic Value (\$) x Species (S) x Aesthetics (A) x Locality (L) x Condition (C)

Application of this formula to the subject is as follows:

Definition	Finding	Value Score
Basic Value* (\$)	DBH: 66 cm (rounded down 65cm)	\$36,372.74
Species (S)	trees of medium life span (50 - 150 years) slow growth rate	0.80

Aesthetics (A)	contributes little to the landscape, given the tree is located in the rear yard and views from surrounding streets are limited	0.5
Locality (L)	in outer suburb areas and residential streets	1.5
Total Tree Condition (C)	Good health Score - 21	0.80

Amenity Tree Valuation: \$17,458.91 (excluding GST)

Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources. Options were considered based on the development of 3 scenarios.

- 1 **Scenario 1** – Increase existing FTE numbers in tree team to 12 with an additional truck/chipper this will allow us to manage the existing 56,844 tree population as per the asset management plan. Future budget increases (Contractor money) will be required as the remaining trees are planted to increase our tree population to approximately 80,000 trees.
- 2 **Scenario 2** - Increase the existing FTE numbers by 1, undertake open tender process to select a contractor to achieve the block pruning program within the 3-year target and reallocate internal resources to reactive work only. This will require an additional FTE coordinator position to provide close contract scoping/surveillance to ensure work is undertaken on time and to standards. Additional contract budget required estimated \$620,500pa + FTE x 1 = \$115,000*
- 3 **Scenario 3** – Maintain existing FTE numbers, Immediate budget increase \$500,000 to action unallocated works already identified for completion via Forestree and respond to increasing volume of customer requests. Future tree planting program will cease after 2023 planting season. State Government target for tree canopy increase will not be achieved. Tree canopy will decline over time as existing trees are removed and not replaced. Possible reputational damage to council as residents requesting tree planting will be declined.
- 4 **Scenario 4** – No change to existing resources and budgets beyond CPI increases. Staff cannot keep up with service level expectations from community, tree condition and health declines reducing asset life and increasing risk of damage to persons and property. Resulting in more trees being removed and not replaced each year. Tree canopy declines, Urban heat increases affecting community wellbeing.

*Figures are indicative only and based on current contractor day rates and estimated number of trees which can be pruned in a day

The Tree Asset Management Plan has been developed using scenario 1, 2, 3 and outlines trade-offs between what we would like to do (scenario 1/2) and what we should be doing with existing budgets (scenario 2/4) by balancing changes in services and service levels with affordability and acceptance of the service and risk consequences of the trade-off position (scenario 4).

What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Without additional FTE's and equipment tree planting cannot continue, trees identified for works as part of reserve audit may not be actioned.
- Block pruning program will need to be extended from 3-year program to 4.5 years.

Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Tree clearance service levels will not be achieved, and this will result in reduced height clearances over footpaths and roads. Increasing customer complaints, waste truck damage to trees. Potential liability exposure.
- Large amounts of formative pruning may be missed resulting in poor tree form requiring more expensive intervention pruning in decades to come.

Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Increasing risk of tree branch and whole tree failure particularly in reserves near playgrounds. Liability exposure for tree damage and possibility of personal or property damage and injury.

These actions and expenditures are considered in the projected expenditures.

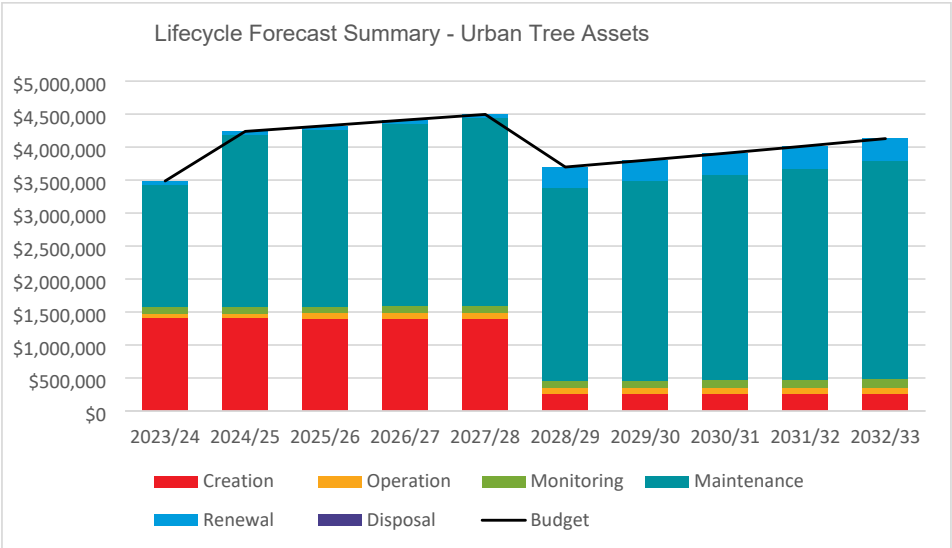
12. FINANCIAL STATEMENTS AND PROJECTIONS

The decisions made in adopting this Plan are based on the objective to achieve the optimum benefits from the available resources.

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as the digitised asset management plan rolls out and as further information becomes available on desired levels of service and current and projected future asset performance.

The funding requirements projected below are not currently included in the Long-Term Financial Plan (LTFP) and will be an additional impact once endorsed.

Funding Strategy



This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year period.

This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

All figures in Council’s Asset Management Plans are in present value (today’s dollars) as a number of factors influence the indexation rates. When incorporating the figures into Council’s Long-Term Financial Plan, relevant indexations linked to the type of expenditure will be applied.

These figures will be revisited with each iteration of the Long-Term Financial Plan.

For Budgeted Expenditures Accommodated in LTFP refer to Appendix A.

13. IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Action - Continue to increase tree species diversity and balance tree age spread across the city.	Coordinator Arboriculture	Ongoing
2	Action - Promote awareness and education to the community, developers, and Council staff on the value of trees and the actions required to best manage them.	Coordinator Arboriculture Sustainability Media/comms	Ongoing
3	Action – Advocate for the greater protection of trees as part of development.	Coordinator Arboriculture Sustainability	Ongoing
4	Action – Engage with SA Power Networks and advocate for infrastructure modification alternatives to reduce the need for powerline clearance pruning and allow for large trees to exist near powerlines.	Coordinator Arboriculture Sustainability	Ongoing with Review June 2028
5	Action – Ensure a balanced species profile which is resilient to the effects of Climate change.	Coordinator Arboriculture	Ongoing
6	Action – Continue to improve our data accuracy through ongoing audits/inspections/data collection projects.	Coordinator Arboriculture	Ongoing with review each September to inform budgets
7	Action – Map all trees in Reserves.	Coordinator Arboriculture	Complete by Dec 2026
8	Action – Explore incentives initiatives to assist residents to maintain trees on their properties.	Sustainability Coordinator Arboriculture	Complete September 2027
9	Action – Review and expand the Adopt a tree program.	Coordinator Arboriculture Sustainability	Complete September 2027
10	Action – undertake tree species trials with industry stakeholders (TreeNet, Future Trees, SAPN).	Coordinator Arboriculture	Start May 2023 Complete 2032

All Actions to be logged in CAMMS and progressed monitored quarterly by Assets Steering Committee

APPENDIX A: Budgeted Expenditures Accommodated in LTFP

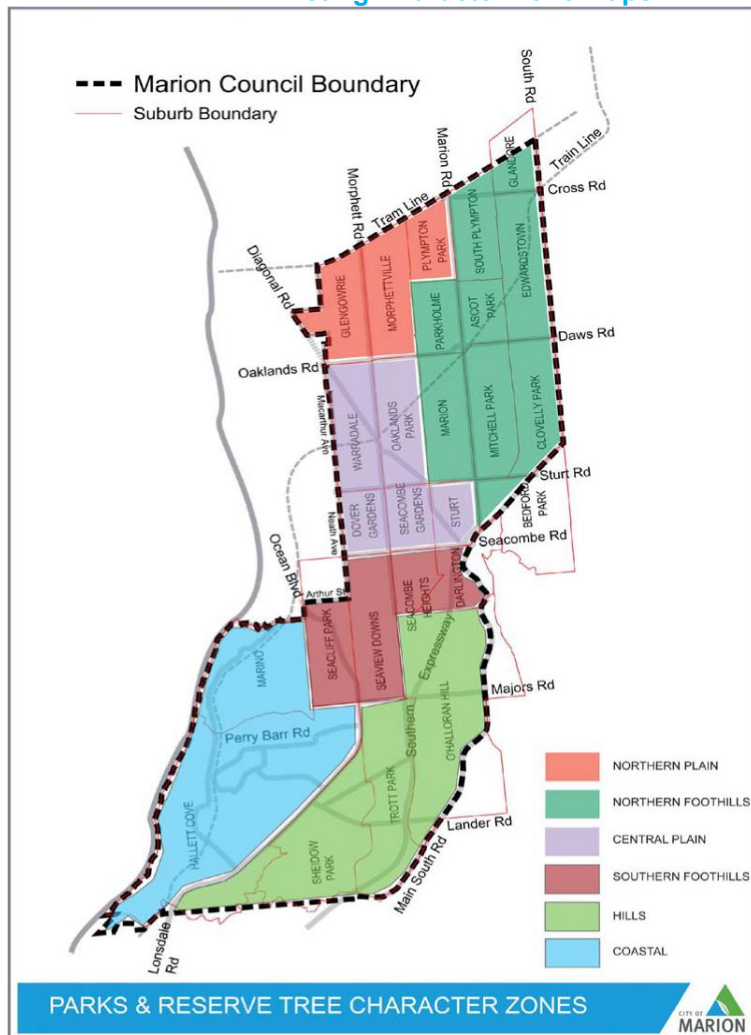
All figures in Council's Asset Management Plans are in present value (today's dollars) as a number of factors influence the indexation rates. When incorporating the figures into Council's Long Term Financial Plan, relevant indexations linked to the type of expenditure will be applied.

Lifecycle Forecast Summary							
	Acquisition	Operation	Monitoring	Maintenance	Renewal	Disposal	Budget
Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	TOTAL
2023/24	\$1,406,493	\$72,100	\$93,755	\$1,862,497	\$51,500	\$0	\$3,486,345
2024/25	\$1,406,493	\$74,263	\$96,568	\$2,607,497	\$53,045	\$0	\$4,237,866
2025/26	\$1,406,493	\$76,491	\$99,465	\$2,685,722	\$54,636	\$0	\$4,322,807
2026/27	\$1,406,493	\$78,786	\$102,449	\$2,766,294	\$56,275	\$0	\$4,410,296
2027/28	\$1,401,493	\$81,149	\$105,522	\$2,849,282	\$57,964	\$0	\$4,495,410
2028/29	\$265,000	\$83,584	\$108,688	\$2,934,761	\$305,470	\$0	\$3,697,502
2029/30	\$265,000	\$86,091	\$111,948	\$3,022,804	\$314,634	\$0	\$3,800,477
2030/31	\$265,000	\$88,674	\$115,307	\$3,113,488	\$324,073	\$0	\$3,906,542
2031/32	\$265,000	\$91,334	\$118,766	\$3,206,892	\$333,795	\$0	\$4,015,788
2032/33	\$265,000	\$94,074	\$122,329	\$3,303,099	\$333,795	\$0	\$4,118,297
2032/34	\$265,000	\$96,896	\$125,999	\$3,402,192	\$333,795	\$0	\$4,223,882
TOTAL	\$8,617,465	\$923,442	\$1,200,795	\$31,754,528	\$2,218,983	\$0	\$44,715,213

Creation	Tree Planting/Treescaping	Planting numbers reduce to approximately 1000 trees a year after 2027/28 program finishes and refocuses on previously declined planting locations
Operation	Establishment works in relation to tree planting such as watering/formative pruning	Watering 3years & formative pruning 2 rounds year 3 and year 6 species dependent
Monitoring	Scoping/inspections/data collection/tree reports/consultants	Reserve data collection still required

Maintenance	Tree Pruning/Block Pruning program	Assumes a 3-year completion standard as currently in operation
Renewal	Tree removal/stump grinding/replacement planting	Figures based on approximately 1000 trees removed each year
Disposal	Tree removal/stump grinding without replacement	Generally, only undertaken in very small numbers not relevant

APPENDIX B: Existing Character Zone Maps



The Tree Asset Management Plan aims to build upon existing tree character across the City, guided by the 'tree character plan' diagrams on the following pages and the suggested species lists (Appendix 1 and 2). These suggest tree species have been selected to complement and strengthen local character. The suggested street tree species list (Appendix 2) aligns with tree species recommendations within the City of Marion Streetscape Design Guidelines 2016.



APPENDIX C: Suggested Park & Reserve Species List

City of Marion – Tree Species Listing for Parks & Reserves

Division of Areas	Suburb	Soil Description	Landscape Description	Average Annual Rainfall	Pre-European Vegetation Potential Directions	Specimen tree potential Directions
NORTHERN PLAIN	Glengowrie	Red brown earths (red brown clay to red brown sandy clay)	Plains Grasslands	445.9 mm	<i>Acacia pycnantha</i> (Golden Wattle) <i>Allocasuarina verticillata</i> (Drooping Sheoak)	<i>Pinus canariensis</i> (Canary Island Pine)
	Morphettville	Red brown earths, Alluvial soils (through Sturt River)	Plains Watercourse	445.9 mm	<i>Callitris gracilis</i> (Southern Cypress Pine) <i>Eucalyptus porosa</i> (Mallee Box)	<i>Fraxinus angustifolia</i> 'Raywood' (Claret Ash) <i>Quercus sp.</i> (Oaks)
	Plympton Park	Red brown earths, (red brown clay to red brown sandy clay)	Footslopes Plains Grasslands	445.9 mm	<i>Eucalyptus leucoxylon ssp. leucoxylon</i> (SA Blue Gum) <i>Eucalyptus camaldulensis</i> (River Red Gum)	<i>Ficus sp.</i> (Figs) <i>Acer sp.</i> (Maples) <i>Corymbia sp.</i> (Bloodwoods) <i>Cedrus sp.</i> (Cedars) <i>Araucaria sp.</i> (Southern conifers)

Division of Areas	Suburb	Soil Description	Landscape Description	Average Annual Rainfall	Pre-European Vegetation Potential Directions	Specimen tree potential Directions
NORTHERN FOOTHILLS	South Plympton	Red brown earths	Footslopes	445.9 mm	<i>Acacia melanoxylon</i> (Blackwood) <i>Acacia pycnantha</i> (Golden Wattle) <i>Allocasuarina verticillata</i> (Drooping Sheoak) <i>Callitris gracilis</i> (Southern Cypress Pine) <i>Eucalyptus camaldulensis</i> (River Red Gum) <i>Eucalyptus leucoxylon</i> ssp. <i>leucoxylon</i> (SA Blue Gum) <i>Eucalyptus microcarpa</i> (Grey Box) <i>Eucalyptus porosa</i> (Mallee Box) <i>Pittosporum angustifolium</i> (Native Apricot)	<i>Acer</i> sp. (Maples) <i>Angophora</i> sp. (Angophora) <i>Araucaria</i> sp. (Southern conifers) <i>Cedrus</i> sp. (Cedars) <i>Corymbia</i> sp. (Bloodwoods) <i>Ficus</i> sp. (Figs) <i>Fraxinus angustifolia</i> 'Raywood' (Claret Ash) <i>Pinus canariensis</i> (Canary Island Pine) <i>Quercus</i> sp. (Oaks)
	Glandore	Red brown earths, (red brown clay to red brown sandy clay)	Footslopes, Plains Grasslands	445.9 mm		
	Edwardstown	Red brown earths	Footslopes	445.9 mm		
	Parkholme	Red brown earths	Footslopes	445.9 mm		
	Ascot Park	Red brown earths	Footslopes	445.9 mm		
	Marion	Red brown earths, Alluvial soils (through Sturt River)	Footslopes, Watercourse	445.9 mm		
	Mitchell Park	Red brown earths	Footslopes	445.9 mm		
	Clovelly Park	Red brown earths	Footslopes	445.9 mm		
	Bedford Park	Heavy red brown clay to red brown clay	Footslopes	445.9 mm		

Division of Areas	Suburb	Soil Description	Landscape Description	Average Annual Rainfall	Pre-European Vegetation Potential Directions	Specimen tree potential Directions
CENTRAL PLAIN	Dover Gardens	Terra rossa	Plains	445.9 mm	<i>Acacia pycnantha</i> (Golden Wattle) <i>Allocasuarina verticillata</i> (Drooping Sheoak) <i>Callitris gracilis</i> (Southern Cypress Pine) <i>Eucalyptus camaldulensis</i> (River Red Gum) <i>Eucalyptus microcarpa</i> (Grey Box) <i>Eucalyptus porosa</i> (Mallee Box) <i>Pittosporum angustifolium</i> (Native Apricot)	<i>Pinus canariensis</i> (Canary Island Pine) <i>Quercus sp.</i> (Oaks) <i>Ficus sp.</i> (Figs) <i>Acer sp.</i> (Maples) <i>Corymbia sp.</i> (Bloodwoods) <i>Cedrus sp.</i> (Cedars) <i>Araucaria sp.</i> (Southern conifers) <i>Brachychiton sp.</i> (Kurrajongs)
	Seacombe Gardens	Terra rossa	Plains	445.9 mm		
	Sturt	Terra rossa	Plains	445.9 mm		
	Warradale	Red brown earths (red brown clay to red brown sandy clay)	Plains Grasslands	445.9 mm		
	Oaklands Park	Red brown earths (red brown clay to red brown sandy clay)	Plains Grasslands	445.9 mm		

Division of Areas	Suburb	Soil Description	Landscape Description	Average Annual Rainfall	Pre-European Vegetation Potential Directions	Specimen tree potential Directions
SOUTHERN FOOTHILLS	Darlington	Shallow red-brown to grey-brown soils with shale and limestone deposits	Footslopes	445.9 mm	<i>Acacia pycnantha</i> (Golden Wattle) <i>Allocasuarina verticillata</i> (Drooping Sheoak) <i>Callitris gracilis</i> (Southern Cypress Pine) <i>Eucalyptus camaldulensis</i> (River Red Gum) <i>Eucalyptus microcarpa</i> (Grey Box) <i>Eucalyptus porosa</i> (Mallee Box) <i>Melaleuca lanceolata</i> (Dryland Tea-tree) <i>Pittosporum angustifolium</i> (Native Apricot)	<i>Pinus canariensis</i> (Canary Island Pine) <i>Ficus sp.</i> (Figs) <i>Cedrus sp.</i> (Cedars) <i>Araucaria sp.</i> (Southern conifers)
	Seacombe Heights	Shallow red-brown loams over limestone	Plains	445.9 mm		
	Seaview Downs	Shallow red-brown loams over limestone	Plains	445.9 mm		
	Seacliff Park	Shallow red-brown loams over limestone	Plains	445.9 mm		

Division of Areas	Suburb	Soil Description	Landscape Description	Average Annual Rainfall	Pre-European Vegetation Potential Directions	Specimen tree potential Directions
HILLS	O'Halloran Hill	Shallow red-brown to grey-brown soils with shale and limestone deposits	Footslopes	441.7 mm	<i>Acacia pycnantha</i> (Golden Wattle)	<i>Pinus canariensis</i> (Canary Island Pine)
	Trott Park	Shallow red-brown loams over limestone	Plains	441.7 mm	<i>Allocasuarina verticillata</i> (Drooping Sheoak) <i>Eucalyptus porosa</i> (Mallee Box) <i>Eucalyptus camaldulensis</i> (River Red) <i>Callitris gracilis</i> (Southern Cypress Pine)	<i>Ficus sp.</i> (Figs) <i>Araucaria sp.</i> (Southern conifers)
	Sheidow Park	Shallow red-brown loams over limestone	Plains	441.7 mm	<i>Melaleuca lanceolata</i> (Dryland Tea-tree) <i>Pittosporum angustifolium</i> (Native Apricot)	

Division of Areas	Suburb	Soil Description	Landscape Description	Average Annual Rainfall	Pre-European Vegetation Potential Directions	Specimen tree potential Directions
COAST	Marino	Brown sandy to clayey soils often calcareous	Coastal Cliffs	445.9 mm	<i>Eucalyptus porosa</i> (Mallee Box) <i>Eucalyptus camaldulensis</i> (River Red Gum) <i>Acacia pycnantha</i> (Golden Wattle) <i>Allocasuarina verticillata</i> (Drooping Sheoak)	<i>Pinus canariensis</i> (Canary Island Pine) <i>Ficus sp.</i> (Figs) <i>Cedrus sp.</i> (Cedars) <i>Araucaria sp.</i> (Southern conifers)
	Hallett Cove	Shallow red-brown loams over limestone	Plains Footslopes & Swamp flats	441.7 mm		

* **Please Note:** Suggested species will make up the majority of plantings within the described zones but may not be exclusive to. Tree species selection throughout the reserve network is guided by the Open Space policy and its reserve classifications.

Division of Areas	Suburb	Existing Dominant Species	Suburb Visual Character Consideration	Soil Description	Landscape Description	Annual Rainfall (mm)	Potential Species Directions
North	Glengowrie	Lophostemon confertus	Tree species have been selected in response to the built and historical form of the Northern suburbs.	Red brown earths (red brown clay to red brown sandy clay)	Plains Grasslands	445.9 mm	<i>Agonis flexuosa</i> (Willow Myrtle) <i>Angophora costata</i> (Smooth barked apple)
	Morphettville	Callistemon 'Kings Park Special'		Red brown earths, Alluvial soils (through Sturt River)	Plains, Watercourse	445.9 mm	<i>Celtis sp.</i> (Hackberry) <i>Corymbia maculata</i> (Spotted Gum)
	Plympton Park	Callistemon 'Kings Park'	Scaled deciduous plantings will provide sustainable solar gains through Winter and the provision of shade through the summer months.	Red brown earths, (red brown clay to brown sandy clay)	Footslopes, Plains Grasslands	445.9 mm	<i>Eucalyptus leucoxylon megalocarpa</i> (Large fruited SA Blue Gum)
	South Plympton	Callistemon 'Kings Park Special'		Red brown earths	Footslopes	445.9 mm	<i>Fraxinus angustifolia</i>
	Glandore	Callistemon 'Kings Park Special'		Red brown earths, (red brown clay to red brown sandy clay)	Footslopes, Plains Grasslands	445.9 mm	'Raywood' (Claret Ash) <i>Jacaranda mimosifolia</i>
	Edwardstown	Callistemon 'Kings Park Special'		Red brown earths	Footslopes	445.9 mm	(Jacaranda) <i>Koelreuteria sp.</i> (Rain tree)
	Parkholme	Eucalyptus leucoxylon Lophostemon confertus		Red brown earths	Footslopes	445.9 mm	<i>Lagerstromia sp.</i> (Crepe Myrtle) <i>Lophostemon confertus</i> (Brushbox)
	Ascot Park	<i>Agonis flexuosa</i>		Red brown earths	Footslopes	445.9 mm	<i>Platanus x acerifolia</i> (London Plane Tree) <i>Pyrus chantcleer</i> (Flowering Pear)

Division of Areas	Suburb	Existing Dominant Species	Suburb Visual Character Considerations	Soil Description	Landscape Description	Annual Rainfall (mm)	Potential Species Directions
Central	Warradale	Callistemon 'Kings Park Special'	As the heart of the city the Central Tree Character theme will provide links through to its cultural heritage with connections through to the Northern precincts. A variety of evergreen and deciduous species will complement the Central ward, allowing planting allocations to be sensitive to its surrounds. Scale plantings will offset the densification of the surrounding urban form and provide colourful corridors.	Red brown earths (red brown clay to red brown sandy clay)	Plains Grasslands	445.9 mm	<i>Agonis flexuosa</i> (Willow Myrtle) <i>Angophora costata</i> (Smooth barked apple) <i>Celtis sp.</i> (Hackberry) <i>Corymbia maculata</i> (Spotted Gum) <i>Eucalyptus leucoxylon megalocarpa</i> (Large fruited SA Blue Gum) <i>Eucalyptus torquata</i> (Coral Gum) <i>Geijera parvifolia</i> (Wilga) <i>Lagerstromia sp.</i> (Crepe Myrtle) <i>Lophostemon confertus</i> (Brushbox) <i>Pistachia chinensis</i> (Chinese pistachio) <i>Platanus x acerifolia</i> (London Plane Tree) <i>Pyrus chanticleer</i> (Flowering Pear) <i>Tilia rubra</i> (Red Cottonwood) <i>Triadica sebiferum</i> (Chinese Tallowtree)
	Oaklands Park	Eucalyptus leucoxylon		Red brown earths (red brown clay to red brown sandy clay)	Plains Grasslands	445.9 mm	
	Marion	Eucalyptus leucoxylon		Red brown earths, Alluvial soils (through Sturt River)	Footslopes, Watercourse	445.9 mm	
	Mitchell Park	Eucalyptus leucoxylon		Red brown earths	Footslopes	445.9 mm	
	Clovelly Park	Callistemon 'Kings Park Special'		Red brown earths	Footslopes	445.9 mm	
	Dover Gardens	Eucalyptus sp.		Terra rossa	Plains	445.9 mm	
	Seacombe Gardens	Eucalyptus sp.		Terra rossa	Plains	445.9 mm	
	Sturt	Eucalyptus sp		Terra rossa	Plains	445.9 mm	
	Bedford Park			Heavy red brown clay to red brown clay	Footslopes	445.9 mm	



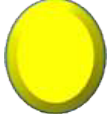
Division of Areas	Suburb	Existing Dominant Species	Suburb Visual Character Considerations	Soil Description	Landscape Description	Annual Rainfall (mm)	Potential Species Directions
South	Darlington	Koelreutera paniculata	The Southern Tree Character theme will promote its open spaces and newly development form.	Shallow red-brown to grey-brown soils with shale and limestone deposits	Footslopes	445.9 mm	<i>Agonis flexuosa</i> (Willow Myrtle) <i>Celtis</i> sp. (Hackberry) <i>Cupaniopsis anacardioides</i> (Tuckeroo) <i>Eucalyptus lecoxylon megalocarpa</i> (Large fruited SA Blue Gum) <i>Eucalyptus</i> sp. (Gum) <i>Eucalyptus torquata</i> (Coral Gum) <i>Fraxinus angustifolia</i> 'Raywood' (Claret Ash) <i>Geijera parvifolia</i> (Wilga) <i>Koelreuteria</i> sp. (Rain tree) <i>Platanus x acerifolia</i> (London Plane Tree) <i>Sophora japonica</i> (Japanese Pagoda) <i>Ulmus parvifolia</i> (Chinese Elm)
	Seacombe Heights	Eucalyptus sp. <i>Agonis flexuosa</i>		Shallow red-brown loams over limestone	Plains	445.9 mm	
	Seaview Downs	Eucalyptus sp.	Evergreen species will enhance the integration of its built form and its surrounds.	Shallow red-brown loams over limestone	Plains	445.9 mm	
	Seacliff Park	Eucalyptus sp.		Shallow red-brown loams over limestone	Plains	445.9 mm	
	O'Halloran Hill	<i>Celtis australis</i> <i>Ulmus parvifolia</i>	Green leafy corridors will support the existing infrastructure and provide sustainable links through to open areas.	Shallow red-brown to grey-brown soils with shale and limestone deposits	Footslopes	441.7 mm	
	Trott Park	<i>Acer negundo</i> <i>Cupaniopsis</i> sp. <i>Koelreuteria</i> sp. <i>Pyrus</i> sp.		Shallow red-brown loams over limestone	Plains	441.7 mm	
	Sheidow Park	<i>Koelreuteria</i> sp. <i>Pyrus</i> sp. <i>Ulmus</i> sp.		Shallow red-brown loams over limestone	Plains	441.7 mm	

Division of Areas	Suburb	Existing Dominant Species	Suburb Visual Character Considerations	Soil Description	Landscape Description	Annual Rainfall (mm)	Potential Species Directions
Coastal	Marino	Callistemon sp. Eucalyptus sp.	The Characteristics of species suited to the Coastal theme, include Trees that are sustainable and enhance the natural surrounding ecosystem.	Brown sandy to clayey soils often calcareous	Coastal Cliffs	445.9 mm	<i>Agonis flexuosa</i> (Willow Myrtle) <i>Allocasuarina verticillata</i> (Drooping Sheoak) <i>Araucaria</i> sp. (Southern conifers) <i>Celtis</i> sp. (Hackberry) <i>Cupaniopsis anacardioides</i> (Tuckeroo) <i>Eucalyptus lecoxylon megalocarpa</i> (Large fruited SA Blue Gum) <i>Eucalyptus porosa</i> (Mallee Box) <i>Eucalyptus</i> sp. (Gum) <i>Eucalyptus torquata</i> (Coral Gum) <i>Fraxinus angustifolia</i> 'Raywood' (Claret Ash) <i>Geijera parvifolia</i> (Wilga) <i>Koelreuteria</i> sp. (Rain tree) <i>Platanus x acerifolia</i> (London Plane Tree) <i>Sophora japonica</i> (Japanese Pagoda) <i>Ulmus parvifolia</i> (Chinese Elm)
	Hallett Cove	Callistemon sp. Eucalyptus sp. Ulmus parvifolia	Species have been selected that will establish and thrive within surrounding conditions. Scaled plantings will complement but be sensitive to panoramic views.	Shallow red-brown loam over limestone	Plains, Footslopes and Swap flats	441.7 mm	

***Please Note:** Suggested species will make up the majority of plantings within the described zones but may not be exclusive to.

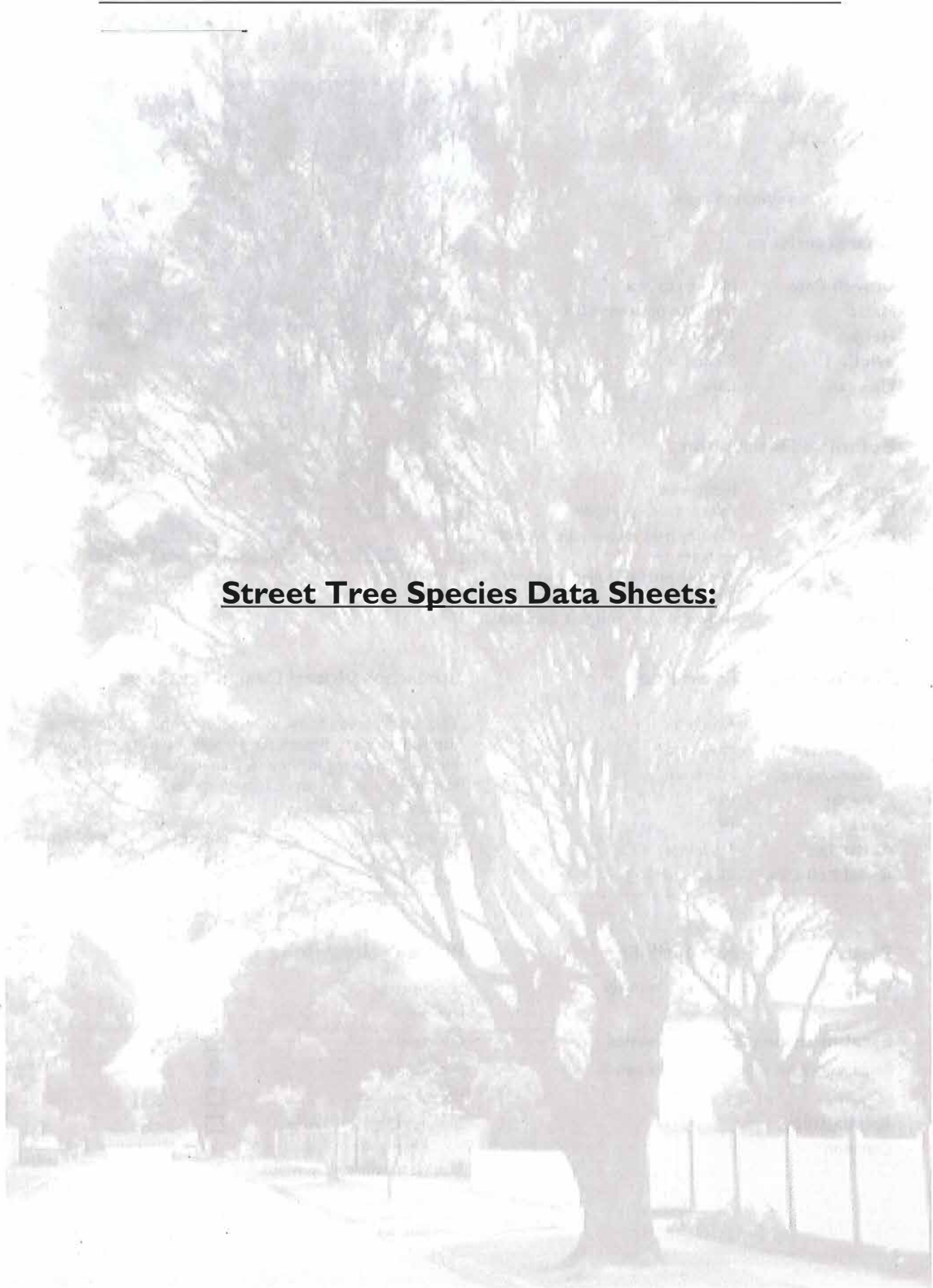
A number of relevant factors including parameters within the street will determine street tree species selection. Data from targets implemented in year 1 will also inform appropriate species selection. Streetscape changes will always include a resident notification period prior to tree planting.

HIGH Risk - Plan on a Page

RISK ID	NEW RISK				
DATE LAST REVIEWED	25/10/2022				
NEXT REVIEW DATE					
ELT	City Services				
SLT	Operations				
Current Likelihood Rating	Possible	INHERENT Risk Rating	CURRENT Risk Rating	TARGET Risk Rating	
Current Consequence Rating	Minor				
Risk Description					
Urban Tree Management					
Risk Statement					
The ability of council to commit operational resources to the inspection, assessment, treatment and monitoring of tree related issues. Preserving tree Asset whilst mitigating the risk of personal injury, private property damage, public liability exposure and damage to infrastructure through the impact of Council trees.					
Link to Strategic Plan	Liveable City				
Link to Business Plan	L3				
Context/Background and Environmental considerations					
Preserving, increasing and maintaining tree assets whilst mitigating the risk of personal injury, private property damage, public liability exposure and damage to infrastructure through the impact of Council trees.					
Stakeholders		Consultation			
Media/Comms Risk & Insurance Civil Operations/Engineering Environment/Sustainability		State Government Local Government Association (LGA) LG Mutual Liability Scheme			
Risk Owner - Russell Troop					
Risk source - Causes/Drivers					
<ul style="list-style-type: none"> - Lack of tree maintenance - Inadequate/insufficient training to staff - Hazard trees planted impacted quality of life/pose damage for residents - Planting guidelines and species list incompatible with needs - Inadequate management of weather conditions on trees - Inadequate resourcing to deliver services - Climate Change impacts 					
Potential Consequences					
<ul style="list-style-type: none"> - Death or critical injury to workers or members of the public - Damage to public/private property - Reputational damage through adverse media coverage - CoM exposed to liability - CoM open to litigation - Non-compliance with Legislation, regulations and industry standards 					
Implemented Controls		Control Effectiveness	Endorsed/last reviewed Date	Review Date	Responsible Officer
1	Implementation of Tree Management Framework, CoM tree policy, Urban Forest Operations Manual inc Tree Assessment criteria	Effective	April 2023	2032	Manager CS Coord Arb
2	Use of appropriate species when planting new trees – selected from planting guidelines and species list	Effective	2018 TMF	Annual	Coord Arb
3	Ongoing maintenance operations prioritised based on hazard identification, TRAQ risk rating and a proactive street tree block pruning program	Effective	2018 TMF	Annual	UM OS Coord Arb
4	Root Pruning/Barriers installed where identified as appropriate to minimize root intrusion	Effective	2023	Annual	Coord Arb
5	Scheduled inspections undertaken on time with attributes and TRAQ risk rating updated where necessary	Needs improvement	2020 Forestreet	Annual	Coord Arb UAO
6	External Arborists consulted to provide an independent expert opinion on trees where required	Effective	2020	Annual	Coord Arb
7	Training and qualification program in place to ensure all tree staff qualified in Arboriculture (Cert 3) and Supervisor/Offices Cert 5 (Diploma) with ongoing development to keep up to date on industry standards	Effective	2020	As required	Corp Training Officer Coord Arb
8	Tree management software system Forestreet GIS based locates and records data on all street and reserve trees. Coordinates all level of reactive/maintenance works including our block pruning program-System determines inspection and records risk rating by location and retains all historical data	Effective	2020 Forestreet	2023	Coord Arb

HIGH Risk - Plan on a Page

9	Public Liability Insurance	Effective		Annual	R&I Officer
11	Incident management register maintained and reviewed				
Planned Treatment		Status	Original Due Date	Revised Due date	Responsible Officer
1	Tree Management Framework reviewed and revised into Tree Asset Management Plan	Plan & Scoping	May 2023	May 2023	Ian S
2	Scheduled inspections backlog of inspections to complete	Behind schedule	1/1/2023	30 June 2023	Ian S
3					
4					
5					
Rationale for Controls "Overdue for Review" & Treatments "Behind Schedule" or reported "Complete"					
Scheduled inspections are set per individual tree in Forestree (Low risk trees inspected 5 yearly, Medium risk 3 yearly, High Risk Annually, Extreme Risk Monthly. Extreme, high and medium risk inspections are up to date with low-risk inspections behind schedule. We currently have 5992 overdue low risk. Project set up in Forestree for Coordinator Arb to catch these up as resources permit					
Comments					
Completed Controls and Treatment plans					



Street Tree Species Data Sheets:

Street Tree Species

Acacia implexa

Lightwood

Origin: Queensland to Victoria**Characteristics**

Growth Rate	Medium to Fast
Habit	Ovoid to open rounded
Height	10m
Width	5-8m
Lifespan	Long

Botanical Description

Plant Type	Indigenous
Leaf	Falcate green phyllodes
Flowers	Creamy pale yellow balls on short racemes
Fruit	Red-brown, flat, coiled, narrow to 20cm
Bark	Brown to grey, rough & tessellated

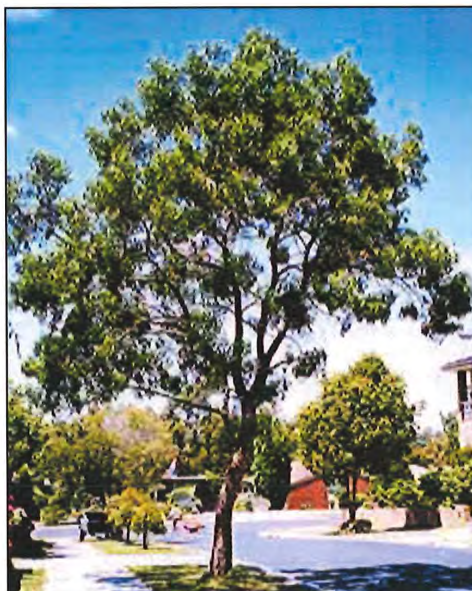


Image: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	Moderate
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

This small tree develops open crown to provide a dappled shade. Branchlets sometimes have a whitish bloom. Flowering in Summer, the flowers balls are large for an Acacia, up to 1.2cm diameter. Fruit held in conspicuous clusters.

Juvenile foliage bipinnate; adult phyllodes are pendulous. Often found on shallow soils and dry slopes; roots can sucker if disturbed.

Pest & Disease Susceptibility

Susceptible to Longicorn Beetle with age.

Establishment Requirements

Requires regular watering for best results.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath Electrical Wires	<input type="checkbox"/>
Minimum nature strip width	2m

Acacia melanoxylon

Blackwood

Origin: Queensland to Tasmania, and South Australia**Characteristics**

Growth Rate	Moderate
Habit	Broadly conical to rounded
Height	6-15m
Width	6-10m
Lifespan	Long

Botanical Description

Plant Type	Locally indigenous
Leaf	Deep to dull green phyllodes broadly lanceolate
Flowers	Creamy pale yellow balls
Fruit	Pale brown, narrow, coiled, to 12cm
Bark	Brown-grey, rough & fissured



Image: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	Moderate
Waterlogging	High
Drought	High
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Not known

Pest & Disease Susceptibility

Susceptible to Longicorn Beetle particularly when stressed.

Establishment Requirements

Requires regular watering for best results.

Availability

Common

Landscape Notes/ Design Qualities

Good street tree once established, developing attractive habit in cooler climates. Adaptable to a wide range of conditions. Prefers fertile soils and high rainfall though found over a wide climatic range.

Juvenile foliage bipinnate; damaged roots can sucker.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Acer buergerianum

Trident Maple

Origin: East China and Korea

Characteristics

Growth Rate	Moderate
Habit	Ovoid to rounded
Height	6-10m
Width	3-6m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	3 lobed, glabrous dark green; autumn colour dull gold
Flowers	Small green, inconspicuous
Fruit	Paired green samaras
Bark	Grey-brown, flaky exfoliates revealing grey, orange



Large Image: Anon
Large Image: Anon

Environmental Tolerances

pH	Acid 4-6
Compaction	Moderate
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

A useful and underutilised tree for small sites, having ascending branches providing clearance where room for lateral extension is restricted. Will grow in a range of sites though prefers moist soils; does not develop leaf scorch during drought

New foliage often a rich bronze colour. Autumn leaf colour varies from yellow and browns through orange to red bronze.

Pest & Disease Susceptibility

Generally Trouble free

Establishment Requirements

Formative pruning to develop single trunk

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

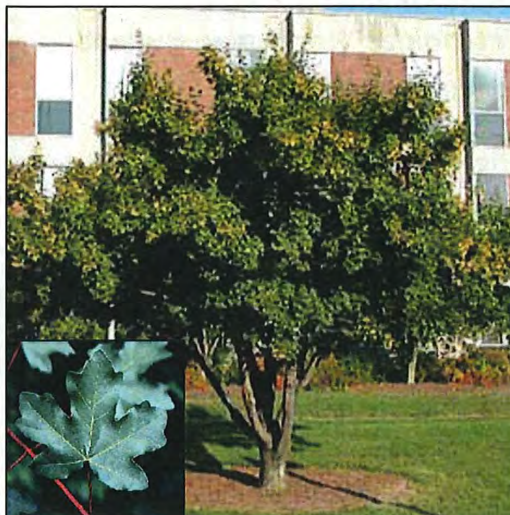
Minimum nature strip width 2.5m

Acer campestre**Hedge Maple****Origin:** Europe to Asia Minor**Characteristics**

Growth Rate	Fast to Moderate
Habit	Rounded
Height	10-15m
Width	10-15m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	3-5 lobed dark green; autumn colour dull gold
Flowers	Green inconspicuous
Fruit	Paired green samaras
Bark	Gray-black, lightly ridged and furrowed



Large image: University of Connecticut Plant Data Base
Small Image: Durr

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally Trouble free

Establishment Requirements

Irrigation to establish

Availability

Common

Landscape Notes/ Design Qualities

Good shade tree usually forming a dense, medium textured crown. The growth rate is moderate initially but slowing when semi-maturity is reached

'Queen Elizabeth' cultivar is faster growing than the species and has a more ovoid crown. 'Elsrijk' another recent variety suitable for street planting with an ovoid to conical crown.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	2.5m

***Acer truncatum* × *Acer platanoides* ‘Norwegian Sunset’**
Norwegian Sunset Maple

Origin: J. Frank Schmidt Nursery, Oregon, USA

Characteristics

Growth Rate	Moderate
Habit	Rounded to ovoid
Height	11m
Width	8m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	5 to 7 lobed, glossy dark green above, paler below.
Flowers	Greenish yellow, borne in corymbs
Fruit	Winged samara, 4-5cm
Bark	Greyish brown, fissured with age

Environmental Tolerances

pH	Not known
Compaction	Moderate
Waterlogging	Moderate
Drought	Moderate to High
Frost	High
Aerial Salt	Not known
Aerial Pollution	High

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Pruning to establish good structure and form

Availability

Common



Images: Treelogic

Landscape Notes/ Design Qualities

Used successfully as a street tree in the USA; cultivars, becoming available in Australia. Responds well to pruning and is required to establish good structure. Would make a good avenue tree though suitable for use under powerlines (with pruning). Good branch structure and uniform crown shape. Autumn foliage ranges from yellow through orange to red.

Adaptable to a wide range of soil types, and transplants easily. Seed are viable and weed potential unknown.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Agonis flexuosa**Willow Myrtle****Origin:** South-west Western Australia**Characteristics**

Growth Rate	Fast
Habit	Rounded
Height	10m
Width	6m
Lifespan	Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Linear to narrow lanceolate; olive green
Flowers	Axillary clusters; white
Fruit	Small clustered woody capsules
Bark	Dark red-brown; fibrous, furrowed



Image: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	Low
Waterlogging	Low
Drought	High
Frost	Low
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Pruning to develop good form.

Availability

Common

Landscape Notes/ Design Qualities

Fine leaves are aromatic when crushed; new growth silky hairy and pink; branch ends pendulous. Occurs naturally on health lands and coastal dunes and refers lighter soils though tolerates most soil types including alkaline soils.

Irregularity of habit and form can be problematic. Its naturally spreading crown can also be an issue at maturity when multiple stems originate from ground level. Requires formative pruning to avoid multiple stems; trunk becomes massive with age. Weeping branchlets can also create access and visibility issues.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 2.5m

Allocasuarina littoralis

Black She-oak

Origin: Queensland to Southern Tasmania**Characteristics**

Growth Rate	Moderate
Habit	Ovoid
Height	5-12m
Width	5-8m
Lifespan	Moderate

Botanical Description

Plant Type	Locally indigenous
Leaf	Dark green branchlets resembling needles to 20cm
Flowers	Male: terminal rusty brown spikes, Female: single red flower inconspicuous
Fruit	Woody cone 2-3cm long
Bark	Dark, deep and closely fissured

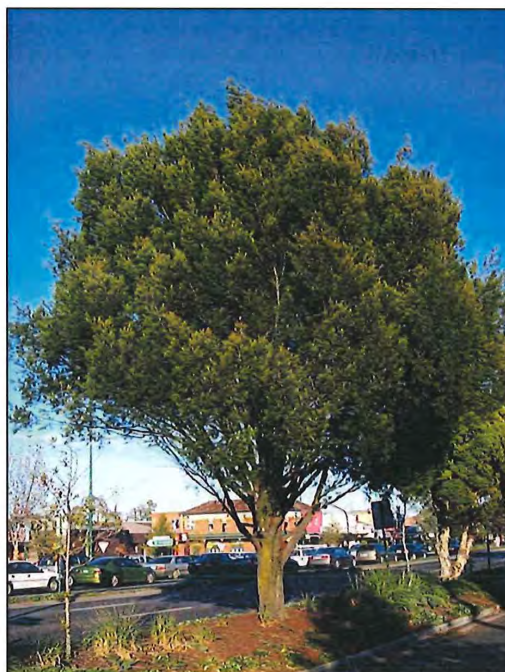


Image: Treelogic

Environmental Tolerances

pH	Not known
Compaction	Low
Waterlogging	Low
Drought	High
Frost	Low
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

Locally indigenous with a broad range throughout the municipality. Resembles a small pine tree, and erect branching makes this species suitable for constrained sites.

Has a tendency to develop low branches and may require formative pruning. Prefers good drainage.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2m

Angophora costata**Smooth-barked Apple****Origin:** Queensland to New South Wales**Characteristics**

Growth Rate	Fast
Habit	Rounded to domed
Height	20m
Width	10-15m
Lifespan	Long

Botanical Description

Plant Type	Native evergreen
Leaf	Elliptic to ovate, mid green above lighter below; waxy
Flowers	White, borne in masses
Fruit	Almost woody capsule to 1.3cm
Bark	Smooth; pink to orange, and rusty red



Image: Treelogic

Environmental Tolerances

pH	Acid to neutral
Compaction	High
Waterlogging	Low
Drought	High
Frost	Low
Aerial Salt	High
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

A very useful street tree. Can become large, but when nature strip space is available (>3.0m wide), there is opportunity to create significant avenues. Can be directionally pruned around aerial services as the species tends not to produce masses of epicormic regrowth.

Attractive bark contrasts well against the mid green foliage. New foliage growth bright red becoming bright light green before darkening.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 3.5m

Banksia integrifolia**Coast Banksia**

Origin: Coastal Queensland and Victoria; North-west Tasmania

Characteristics

Growth Rate	Moderate to Fast
Habit	Ovoid to broad columnar
Height	10-15m
Width	4-6m
Lifespan	Long

Botanical Description

Plant Type	Native evergreen
Leaf	Oblanceolate, dark green above, white beneath, leathery
Flowers	Lemon yellow spikes to 12cm long
Fruit	Woody cone
Bark	Grey and shallow, finely fissured



Image: Treelogic

Environmental Tolerances

pH	Complete Range
Compaction	Not Known
Waterlogging	Moderate
Drought	High
Frost	Low
Aerial Salt	High
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

The species has a long flowering period summer through to winter. ones are persistent for many years; juvenile leaves may be toothed. The flowers of this species are a good bird attractant.

Although adaptable to most soil types, compacted and high fraction soils should be avoided for best development. Susceptible to high soil phosphorus; responds well to pruning.

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

May require pruning to develop good form.

Availability

Common

Planting sites/ Root Space

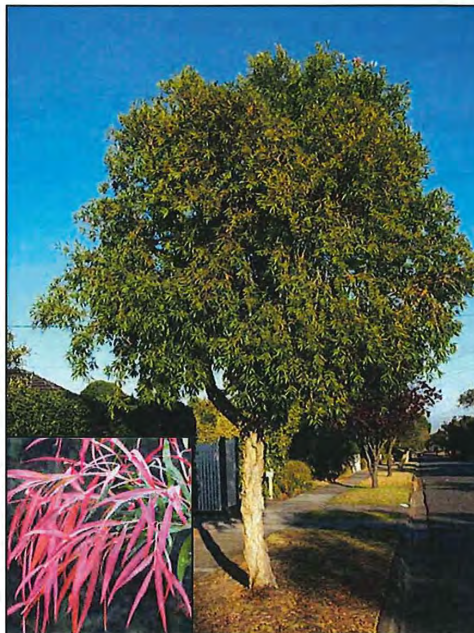
Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3m

Callistemon salignus**Willow Bottlebrush****Origin:** New South Wales to Queensland**Characteristics**

Growth Rate	Moderate
Habit	Ovoid to columnar
Height	6-7m
Width	4m
Lifespan	Short to Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Narrow lanceolate mid to dark green; new growth vivid pink
Flowers	Yellow to pinkish red spikes
Fruit	Woody capsules grouped around stem
Bark	Cream/tan, papery and flaky



Large Image: Treelogic
Small image: Warren

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	High
Drought	Moderate
Frost	Low
Aerial Salt	Moderate
Aerial Pollution	Moderate to Low

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

Requires pruning to develop good form

Availability

Common

Landscape Notes/ Design Qualities

An attractive small tree with particularly attractive new growth and attractive flowers. To obtain good specimens, formative pruning when young is essential.

The tree forms a vigorous root system and its use in restricted sites should be avoided. Good for sites where height restrictions are a problem. Bird attracting flowers.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	2m

Corymbia eximia

Yellow Bloodwood

Origin: New South Wales

Characteristics

Growth Rate	Fast
Habit	Narrow domed to rounded
Height	8-12m
Width	4-10m
Lifespan	Moderate

Botanical Description

Plant Type	Evergreen deciduous
Leaf	Broad lanceolate, falcate, thick; green
Flowers	Creamy white, in terminal compound
Fruit	Urn shaped woody capsule to 2cm long
Bark	Orange/tan - brown, rough tessellated or flaky



Image: Treelogic

Environmental Tolerances

pH	Not Known
Compaction	Moderate
Waterlogging	High
Drought	High
Frost	Moderate
Aerial Salt	Not Known
Aerial Pollution	Not Known

Landscape Notes/ Design Qualities

A medium sized tree good for growing in poor soils. Bark is persistent, attractive orange that contrasts with the bright to mid green foliage. Profuse show of fragrant, flowers in Spring are insect and bird attracting.

Frost tender when young; increasing tolerance with age. Found naturally on sandstone soils and in sclerophyll forest.

Pest & Disease Susceptibility

Generally trouble free, though rarely sap sucking and foliar feeding insects.

Establishment Requirements

None

Availability

Uncommon

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3m

Corymbia ficifolia**Red-flowering Gum****Origin:** South-western Western Australia**Characteristics**

Growth Rate	Moderate to Slow
Habit	Rounded to domed
Height	6-10m
Width	6-10m
Lifespan	Moderate to Long
Plant Type	Native evergreen
Leaf	Ovate to lanceolate, dark green above paler below, leathery
Flowers	White through pink, orange and red/scarlet in terminal corymbs
Fruit	Urn shaped woody capsule 25x35mm
Bark	Red/brown; rough, fibrous

Environmental Tolerances

pH	Complete range
Compaction	Low
Waterlogging	Low
Drought	High
Frost	Moderate
Aerial Salt	High
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free. Prone to decay and root rot fungi in the later stages of maturity.

Establishment Requirements

None

Availability

Common



Image: Treelogic

Landscape Notes/ Design Qualities

Tidy generally compact crown provides an attractive silhouette. Profuse and spectacular show of Summer flowers contrasts well against the dark green foliage.

Naturally occurs on fertile coastal sandy plains. Susceptible to poor drainage, grows best on sandy soils, performing poorly on clays.

Some recently produced stock has been grafted onto understock for enhanced attributes. Grafted stock should be avoided until evaluation of graft compatibility

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3m

Corymbia maculata**Spotted Gum**

Origin: South-east Queensland and coastal New South Wales

Characteristics

Growth Rate	Fast
Habit	Rounded to domed
Height	18-20m
Width	12-15m
Lifespan	Long
Plant Type	Native evergreen
Leaf	Lanceolate, dark green
Flowers	White terminal corymbs
Fruit	Woody capsule
Bark	Smooth, pale with mottled shades of grey



Images: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	High to Moderate
Waterlogging	High
Drought	Moderate
Frost	Moderate
Aerial Salt	High
Aerial Pollution	High

Pest & Disease Susceptibility

Susceptible to sap sucking and foliar feeding insects.

Establishment Requirements

Requires formative pruning

Availability

Common

Landscape Notes/ Design Qualities

Makes a handsome large tree, suitable for avenues or on large sites planted in groups. Summer bark decortication produces attractive yellow and grey patched trunk producing a fresh yellow surface

Adaptable to a wide range of climatic conditions and soil types, though prefers well drained sites. Susceptible to frost when young.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 3.5m

Eucalyptus camaldulensis

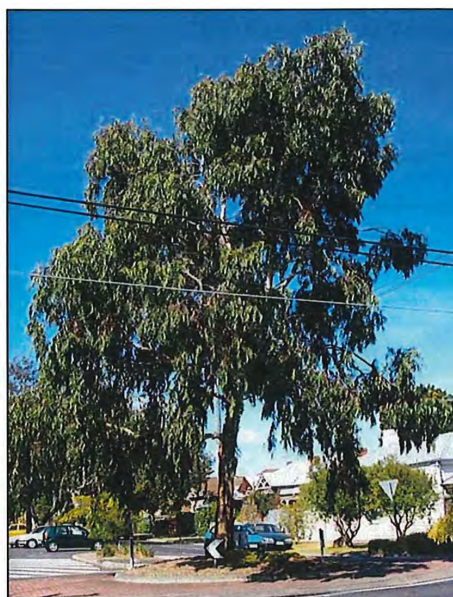
River red Gum

Origin: Mainland Australia, all States and Territories**Characteristics**

Growth Rate	Moderate
Habit	Rounded to spreading; open
Height	12-30m
Width	10-15m
Lifespan	Long

Botanical Description

Plant Type	Locally indigenous
Leaf	Dull green lanceolate, pendulous
Flowers	White, inconspicuous
Fruit	Small woody capsule
Bark	Smooth, decorticate white, pink and grey over whole trunk

**Environmental Tolerances**

pH	Complete
Compaction	High
Waterlogging	High
Drought	High
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Not Known

Pest & Disease Susceptibility

Generally trouble free. Lerp psyllid can be a problem on stressed trees.

Establishment Requirements

May require staking

Availability

Common

Landscape Notes/ Design Qualities

Develops thick trunk and large twisting branches with age. A tree that requires space to develop, sudden limb failure in mature specimen, particularly in Summer a problem and therefore best planted away from potential targets.

Prefers deep moist soils with clay component though will grow well in a wide range of conditions

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Eucalyptus cephalocarpa

Silver-leaved Stringybark

Origin: Victoria

Characteristics

Growth Rate	Slow to Moderate
Habit	Rounded
Height	8-22m
Width	6-12m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Indigenous evergreen
Leaf	Lanceolate grey-green or glaucous
Flowers	White to cream
Fruit	Woody capsule sometimes glaucous
Bark	Soft, fibrous or stringy, red-brown or grey-brown to grey

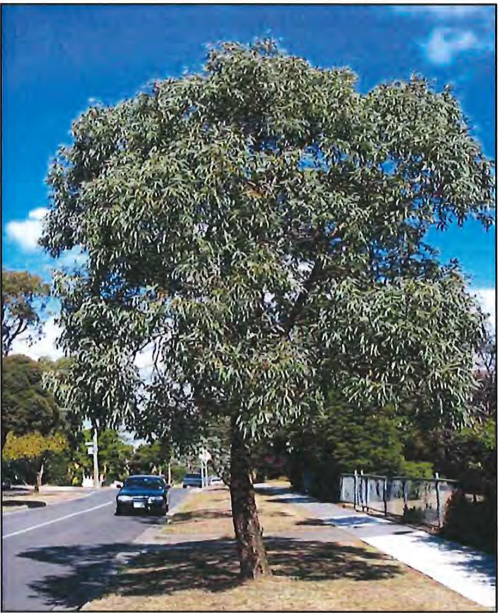


Image: Treelogic

Environmental Tolerances

pH	Not known
Compaction	Moderate
Waterlogging	Moderate
Drought	Moderate
Frost	Moderate
Aerial Salt	Not known
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

Bark rough and persistent to small branches. A small to medium sized tree, not common as a street tree but has survived urbanisation of eastern Melbourne; has attractive glaucous foliage.

Only recently has this tree been adopted for street tree plantings by some eastern Melbourne suburbs Councils where the tree is indigenous. Grows naturally on clay soils from Melbourne to Gippsland.

Pest & Disease Susceptibility

Not Known

Establishment Requirements

Not known

Availability

Infrequent

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>

Minimum nature strip width 3.5m

Eucalyptus pauciflora

Snow Gum

Origin: New South Wales and Victoria**Characteristics**

Growth Rate	Moderate to Slow
Habit	Rounded; open
Height	8-12m
Width	5-7m
Lifespan	Long

Botanical Description

Plant Type	Locally indigenous evergreen
Leaf	Broadly lanceolate grey-green to green
Flowers	Inconspicuous white
Fruit	Woody capsule
Bark	Smooth, white with grey strips, seasonal olive-green or red

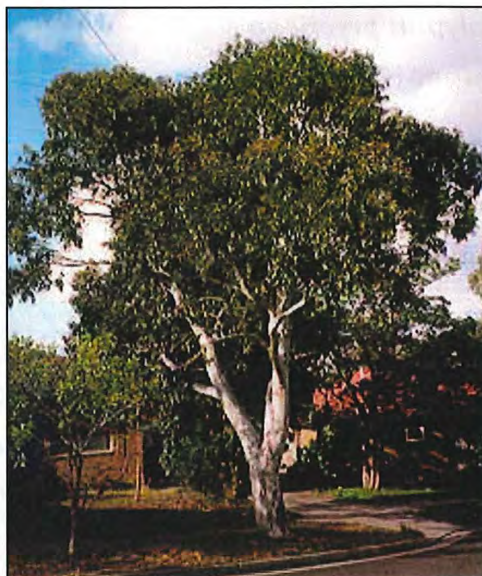


Image: Treelogic

Environmental Tolerances

pH	4-6
Compaction	Not known
Waterlogging	High
Drought	Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

Formative pruning to develop single trunk

Availability

Common

Landscape Notes/ Design Qualities

A small to medium sized tree can be variable in form and naturally develops a short trunk, requiring formative pruning to attain a single trunk. Grows naturally in a wide variety of soil types and climatic conditions from Alpine to coastal.

Eucalyptus pauciflora 'Little Snowman' was a developed by Austraflo Nursery. This cultivar grows to 7m and would be suitable for planting under electrical wires.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Eucalyptus pryoriana

Gippsland Manna Gum

Origin: Victoria**Characteristics**

Growth Rate	Moderate
Habit	Domed to rounded
Height	8-15m
Width	5-12m
Lifespan	Moderate

Botanical Description

Plant Type	Locally indigenous evergreen
Leaf	Lanceolate, long, mid-green
Flowers	Creamy white
Fruit	Woody capsule
Bark	Grey to dark brown, thick and fibrous, persistent

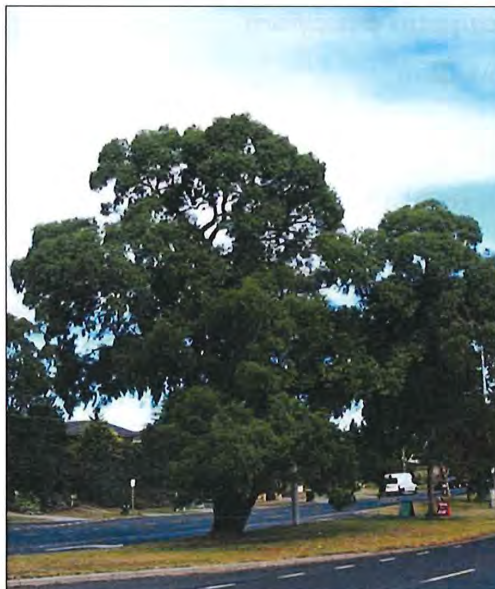


Image: Treelogic

Environmental Tolerances

pH	Not known
Compaction	Not Known
Waterlogging	Low
Drought	Moderate
Frost	Moderate
Aerial Salt	High
Aerial Pollution	Not Known

Pest & Disease Susceptibility

Not known

Establishment Requirements

None

Availability

Infrequent

Landscape Notes/ Design Qualities

Forms a dense and often compact crown with heavy low branching. The pendulous leaves and full crown together with the squat habit make it an attractive tree. Naturally occurs on coastal sands from Port Phillip Bay to Orbost, it prefers well drained sandy and low clay fraction soils and is well suited to coastal conditions.

The species has ecological importance as being an important koala fodder tree.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>

Minimum nature strip width 3m

Ficus microcarpa* var. *hillii

Hills Weeping Fig

Origin: Northeast Queensland, Indonesia, New Guinea, New Caledonia, and nearby islands

Characteristics

Growth Rate	Moderate
Habit	Broad domed to rounded
Height	8-20m
Width	5-15m
Lifespan	Moderate

Botanical Description

Plant Type	Native Evergreen
Leaf	Dark green glossy, paler beneath
Flowers	Inconspicuous
Fruit	Small round fruit ripening from pink to purple then black
Bark	Smooth light grey

Environmental Tolerances

pH	4-6
Compaction	Moderate
Waterlogging	High
Drought	High
Frost	Low
Aerial Salt	High-Moderate
Aerial Pollution	High

Pest & Disease Susceptibility

Susceptible to psyllid, which cause unsightly leaf curl to develop.

Establishment Requirements

None

Availability

Common

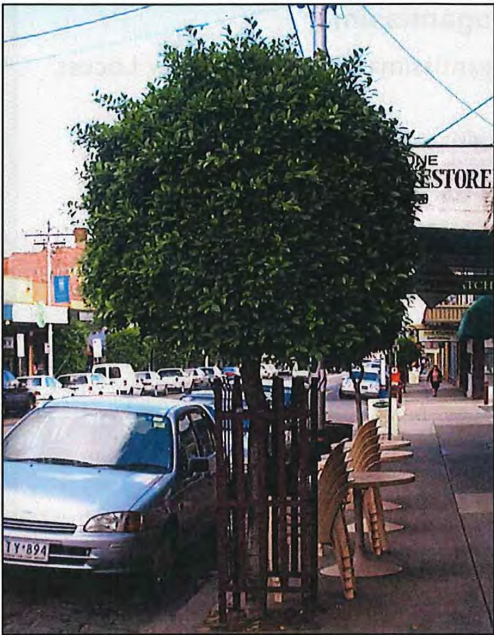


Image: Treelogic

Landscape Notes/ Design Qualities

Tolerates pruning well and makes an attractive specimen when clipped; new foliage fresh apple green and attractive. When planted in small sites regular clipping required for control growth and suggested use is as a clipped ornamental in commercial areas.

When grown in natural form branches in the upper crown become almost pendulous. The dense crown makes for a suitable shade tree. Can be used for medium to large sites and suitable for planting under powerlines. Roots can be aggressive.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1.5m

***Gleditsia triacanthos* var. *inermis*
'Elegantissima'**

Elegantissima Thornless Honey Locust

Origin: Garden origin USA

Characteristics

Growth Rate	Slow
Habit	Ovoid
Height	4m
Width	3m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Pinnate, bright green to 16cm.
Flowers	Inconspicuous
Fruit	Long brown legumes
Bark	Grey brown ridged and furrowed



Image: Fleming's Nursery

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate to Low
Drought	High
Frost	Moderate
Aerial Salt	Not known

Aerial Pollution High

Landscape Notes/ Design Qualities

Compact crown makes this tree good for use under powerlines or in outstands. However if used in confined planting spaces roots may be problematic. Therefore regular clipping of crown should be used to control growth.

Requires pruning to achieve a single trunk. Attractive large shrub to small tree having yellow autumn foliage. Thorns can develop on stems though not profusely.

Pest & Disease Susceptibility

Can be susceptible to Spider Mite and some Leaf Spot

Establishment Requirements

Pruning to develop good form.

Availability

Common

Planting sites/ Root Space

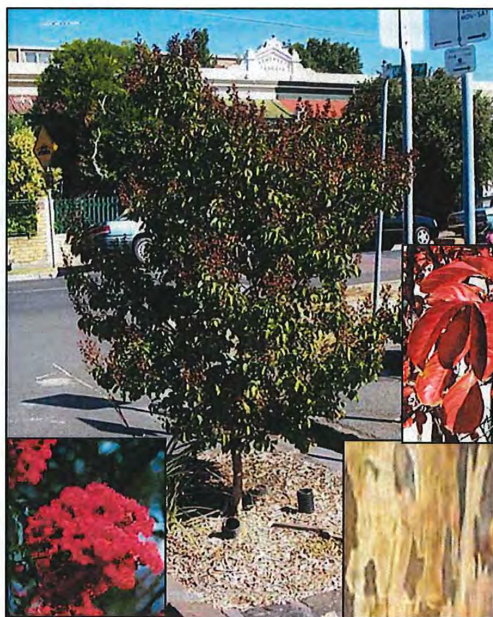
Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1.5m

Lagerstroemia indica**Crape Myrtle****Origin:** India, Burma, Southern China**Characteristics**

Growth Rate	Moderate
Habit	Vase shaped
Height	6-7m
Width	4-7m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Elliptic, mid to dark green turning yellow, orange and scarlet
Flowers	White through pink to purple
Fruit	A capsule to 1cm long
Bark	Smooth, tan, grey, pink and mottled



Large Image: Treelogic; Flowers & Autumn Foliage Treelogic
 Small image (bark): <http://plantsdatabase.com>

Environmental Tolerances

pH	Acid 4-6
Compaction	Not Known
Waterlogging	High
Drought	Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Not Known

Landscape Notes/ Design Qualities

Attractive shrub/small tree that is useful for sites where height restrictions are a problem. Bark an attractive feature year round; flowers are profuse and showy.

Prefer clay soils though tolerates sandy soils well. Low branching requires pruning to form a single trunk.

The following cultivars are powdery mildew resistant, available in Australia and should be used instead of the species: 'Biloxi', 'Comanche', 'Natchez', 'Tuscarora', and 'Yuma'.

Pest & Disease Susceptibility

Powdery mildew, though resistant cultivars are available in Australia

Establishment Requirements

Requires pruning if single trunk desired.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 1m

Lophostemon confertus

(Queensland) Brush Box

Origin: Northern New South Wales to North Queensland**Characteristics**

Growth Rate	Moderate to Fast
Habit	Rounded to pyramidal
Height	10-15m
Width	6-10m
Lifespan	Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Ovate, dark green & glossy, paler beneath to 15cm long
Flowers	White; in 3's
Fruit	Woody bell shaped capsule 1x1cm
Bark	Smooth; beige, peeling in flakes revealing orange & brown

Environmental Tolerances

Soil pH	4-6
Soil Compaction	High
Waterlogging	High
Drought	Moderate
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

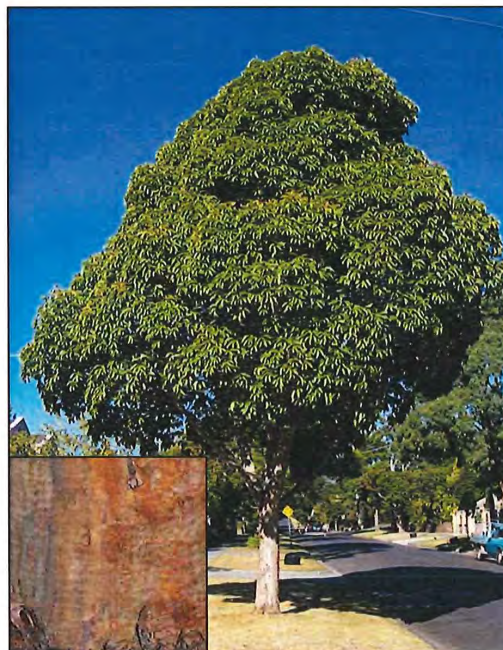
Generally trouble free.

Establishment Requirements

Requires irrigation to establish. Formative pruning to develop central trunk and good branch structure

Availability

Common



Images: Treelogic

Landscape Notes/ Design Qualities

Performs well as a small to medium street tree. Transplants easily and attains strong rounded habit. Responds well to pruning, and is therefore suitable for use under powerlines.

Mottled bark and lustrous dark green foliage provide attractive contrast. Fruit and leaf litter can be problematic; woody fruit can create trip hazard on hard surfaces, leaf litter breaks down slowly. Coastal forest edges from. Leaves droop during prolonged drought periods.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3m

Malus ioensis* 'Plena'*Bechtel Crab-Apple****Origin:** Staunton Illinois, USA**Characteristics**

Growth Rate	Slow to Moderate
Habit	Rounded to open
Height	6-8m
Width	5-7m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Oblong-ovate, dark green above felt below
Flowers	Double, pink
Fruit	Small green, fleshy to 3cm diameter
Bark	Dark brown, peeling in thin plates



Large image: Treelogic
Small image: Royal Botanic Gardens
Melbourne

Environmental Tolerances

pH	Complete range
Compaction	Low
Waterlogging	Not known
Drought	Low
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

Attractive small tree producing regular form. Foliage provides good autumn colours burnt orange to orange-red. Flowers are fragrant and only a few fruit are produced in any one season so fruit litter is not a problem.

Prefers highly organic well drained soils and is not tolerant of persistent drought.

Can develop suckers that would require removal; branches develop short sharp lateral spikes.

Pest & Disease Susceptibility

Susceptible to scale, and woolly aphid. [11]

Establishment Requirements

Requires pruning to develop a single trunk.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1.5m

Melaleuca linariifolia

Snow in Summer

Origin: Australian east coast, from Jervis Bay to Gladstone.**Characteristics**

Growth Rate	Moderate
Habit	Broadly domed to rounded
Height	6-10m
Width	4-8m
Lifespan	Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Linear grey green
Flowers	White spikes, borne in dense clusters
Fruit	Small woody capsules
Bark	Beige cream papery, soft and decorticating in thick sheets

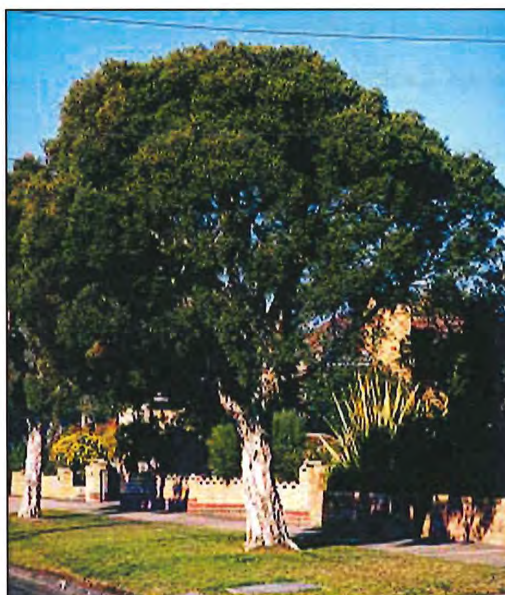


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	High
Drought	High
Frost	Moderate
Aerial Salt	High
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

May require formative pruning. Irrigation to speed development.

Availability

Common

Landscape Notes/ Design Qualities

Contrast between pale bark and dark foliage, and gnarled appearance when old adds to aesthetic appeal.

Produces mass of honey-scented flowers peripherally on the crown during the Summer flowering, hence the common name.

Occurs naturally in swamps and along watercourses; adaptable to many soil types. Can be substituted with *M. alternifolia*.**Planting sites/ Root Space**

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Melia azedarach

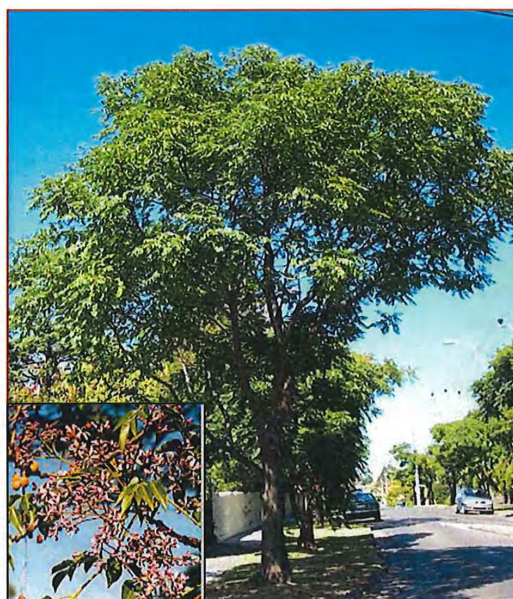
White Cedar

Origin: Coastal NSW and QLD, India and China**Characteristics**

Growth Rate	Fast
Habit	Broad domed - vase
Height	6-12m
Width	5-8m
Lifespan	Moderate

Botanical Description

Plant Type	Native deciduous
Leaf	Compound, dark green
Flowers	Lilac/violet flowers in clusters
Fruit	Fleshy berry to 1.5cm wide
Bark	Dark brown, shallow fissured



Images: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	High
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Requires pruning to develop strong structure.

Availability

Common

Landscape Notes/ Design Qualities

Good shade tree developing strong form and having attractive habit, though crown can be open or dense. Showy fragrant flowers appear in early Spring before leaf burst; Autumn foliage yellow. Berries showy and persistent during winter. Attracts birds and can cause litter problem particularly on hard surfaces Berries toxic to children and some animals. Asian stock tends to tolerate greater cold.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Platanus x acerifolia

London Plane

Origin: Hybrid

Characteristics

Growth Rate	Moderate to Fast
Habit	Rounded
Height	15-30m
Width	15-25m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Large Palmate 3-5 lobes. Mid-dark green turning yellow to brown in autumn
Flowers	Inconspicuous
Fruit	Round aggregate balls to 2.5cm; bristly
Bark	Smooth; cream, olive light brown, decortivating in patches



Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	High
Drought	Moderate to High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	High

Landscape Notes/ Design Qualities

Responds well to pruning. Leaves can be a litter problem. Bark is an attractive feature all year round. Responds well to pruning and is often pollarded to control growth

'Bloodgood' is less susceptible to anthracnose and supposedly tolerant of compaction and drought and is rapid growing. 'Columbia' and 'Liberty' varieties resistant to powdery mildew and anthracnose. 'Yarwood' supposedly powdery mildew resistant.

Pest & Disease Susceptibility

Anthrachnose and powdery mildew rarely a problem.

Establishment Requirements

Formative pruning required.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

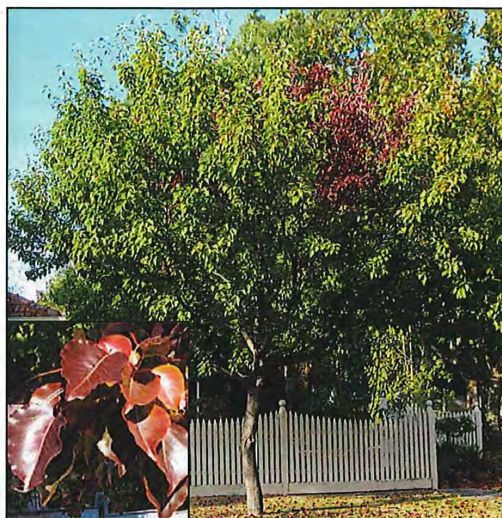
Minimum nature strip width 3.5m

Pyrus calleryana**Callery Pear****Origin:** Korea and China**Characteristics**

Growth Rate	Fast
Habit	Broadly pyramidal to rounded
Height	15m
Width	10m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	broadly ovate leaves, glossy dark green above, paler below
Flowers	White, small
Fruit	Globular brown pear to 1.2cm across
Bark	Grey-brown and furrowed with age, finely flaked



Images: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Moderate
Waterlogging	Moderate
Drought	High to Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	High

Pest & Disease Susceptibility

Susceptible to Fire Blight

Establishment Requirements

Pruning to develop good form

Availability

Common

Landscape Notes/ Design Qualities

Suitable for medium to large sites. Because of shallow root system it is can be successfully grown in low soil volume sites.

Showy white flowers borne before or with the leaves in early Spring, while spectacular autumn foliage colours range from orange to red-crimson to burgundy. Fruits are retained and are attractive to birds. Bark is thin and easily damaged by mechanical impact.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Quercus palustris

Pin oak

Origin: Eastern to North America**Characteristics**

Growth Rate	Moderate to Fast
Habit	Broadly pyramidal/columnar
Height	15-25m
Width	11-12m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	5-7 deep lobed, bright green; autumn colours bronze to crimson
Flowers	Yellow/brown catkins
Fruit	Acorn: 10-15mm across
Bark	Greyish brown and smooth becoming ridged and furrowed with age



Images: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	High
Waterlogging	High
Drought	Moderate
Frost	Moderate
Aerial Salt	Moderate to Low
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

A good avenue or large specimen park tree, and a good shade tree developing a solid straight trunk and large limbs. Tends to retain dead foliage over winter, though an early defoliant form is available in Melbourne. Bark thin and easily damaged by mechanical impact.

Will grow in a range of soil types, though grows best in moist acid soil. Iron chlorosis may develop when planted in soils with a pH higher than 7

Pest & Disease Susceptibility

Rarely affected by Oak Leaf Miner

Establishment Requirements

Occasionally requires pruning to develop good form

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Quercus robur

English Oak

Origin: Europe and Mediterranean

Characteristics

Growth Rate	Moderate to Slow
Habit	Rounded to domed
Height	12-20m
Width	10-20m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Obovate; lobed , dark green above, pale bluish-green below,
Flowers	Yellow/green catkins
Fruit	Acorn; 2-4cm long
Bark	Greyish black, furrowed

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	High
Aerial Pollution	Moderate to High

Pest & Disease Susceptibility

Susceptible to Powdery Mildew and Oak Leaf Miner.

Establishment Requirements

Regular irrigation during establishment.

Availability

Common



Image: Treelogic

Landscape Notes/ Design Qualities

A robust tree that develops a stout trunk and massive limbs. Suitable for large sites, a good avenue tree. Formative pruning required, needs good after planting maintenance. Autumn colour dull yellow to tan, not showy.

Fruit drop can be problematic on hard surfaces. Seedlings can develop but the species is not considered weedy.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath Electrical Wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3.5m

Tristaniopsis laurina

Kanooka

Origin: Queensland

Characteristics

Growth Rate	Moderate to Slow
Habit	Rounded to domed
Height	5-10m
Width	3-6m
Lifespan	Long

Botanical Description

Plant Type	Native evergreen
Leaf	Leathery, lanceolate; glossy green above, paler to whitish below
Flowers	Yellow, in 3's
Fruit	Domed papery capsule to 6mm wide
Bark	Smooth; mottled grey, pale yellow and red



Image: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	High
Waterlogging	High
Drought	Moderate
Frost	Low
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

This species is an excellent small urban tree, particularly for narrow sites and under powerlines.

Requires a good after planting maintenance program including regular irrigation to promote development. Typically multi-stemmed or forming a short trunk; requires minimal pruning under powerlines but should receive formative pruning when young. Occurs along streams and on moist shaded coastal valley slopes on sandy soils.

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Pruning to develop good form and regular irrigation.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 2m

Zelkova Serrata 'Green Vase'**'Green Vase' Zelkova****Origin:** Garden Origin**Characteristics**

Growth Rate	Moderate to Fast
Habit	Vase shaped
Height	18-24m
Width	15-18m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Oblong to ovate bright green, serrated margin to 12cm long
Flowers	Inconspicuous
Fruit	Inconspicuous
Bark	Smooth grey, exfoliating in patches to reveal orange, brown & pink



Image: Fleming Nurseries

Environmental Tolerances

pH	Not Known
Compaction	Moderate
Waterlogging	Low
Drought	Moderate
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

Graceful tree with uniform upright branch architecture that provides natural clearance for traffic below. Autumn leaf colours range from yellow, coppery-bronze to red. Ornamental bark.

Adaptable to urban environments and transplants easily and is highly adaptable to different soil types. Narrow branch angles may lead to susceptibility to splitting at the branch crotch.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

Should be pruned to a single leader, and prune to avoid development of included bark crotches

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3.5m

Acmena smithii

Lilly Pilly

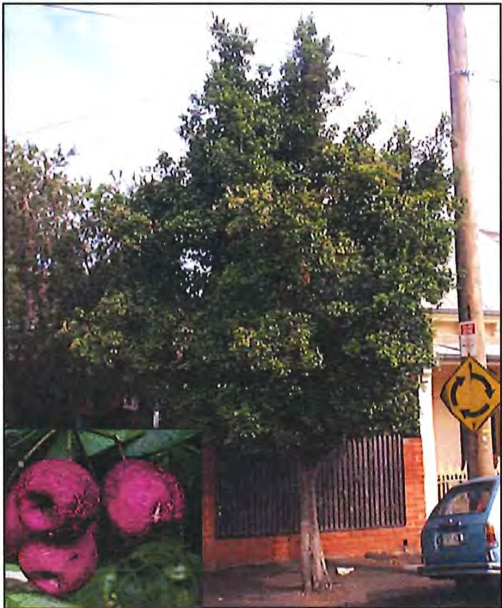
Origin: Queensland New South Wales and Victoria

Characteristics

Growth Rate	Slow
Habit	Broadly columnar
Height	12m
Width	6m
Lifespan	Moderate

Botanical Description

Plant Type	Native Evergreen
Leaf	Foliage dark green, lossy and paler beneath
Flowers	Clusters of 3, small & pinkish white
Fruit	Fleshy globose berry, white to lilac
Bark	Grey and lightly ridged and furrowed



Large Image: Treelogic
Small Image: Anon

Environmental Tolerances

pH	Acid 4-6
Compaction	Not known
Waterlogging	Moderate
Drought	Moderate
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

A rainforest species that forms a moderately dense crown, attractive though it can produce heavy shade. Small fruit can be retained for long periods however fruit drop generally not a problem.

Species is prone to develop branch attachments with included bark, which can predispose them to limb shear. Prefers moist soils and sheltered positioning but will grow well in full sun to low light.

Pest & Disease Susceptibility

Generally disease and pest free.

Establishment Requirements

Irrigation to establish. Formative pruning to develop central trunk & strong structure.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Allocasuarina torulosa

Forest Oak

Origin: Queensland, New South Wales**Characteristics**

Growth Rate	Moderate
Habit	Rounded to Vase
Height	5-12m
Width	3-6m
Lifespan	Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Deep green branchlets, fine to 15cm turning rusty red to purple in Winter
Flowers	Inconspicuous
Fruit	Warty woody capsule to 2cm long
Bark	Thick, soft corky and deeply fissured



Image: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	Not Known
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Pruning to establish single leader.

Availability

Common

Landscape Notes/ Design Qualities

Fine dense branchlets turn a rusty red colour during the cooler months. Generally upright form provides for a tree suited to tight spaces.

Branches sometimes pendulous on establishing trees requiring removal of lower branches to provide vehicular and pedestrian clearance. Fruit drop not generally a problem. The striking seasonal change in foliage colour adds an element of unique interest.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Allocasuarina verticillata

Drooping She-oak

Origin: Tasmania, Victoria and New South Wales**Characteristics**

Growth Rate	Moderate to Slow
Habit	Rounded to ovoid
Height	5-10m
Width	4-8m
Lifespan	Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Dull grey green 'branchlets' to 40cm long
Flowers	Inconspicuous
Fruit	Woody Cone to 5cm long
Bark	Dark, rough and deeply furrowed

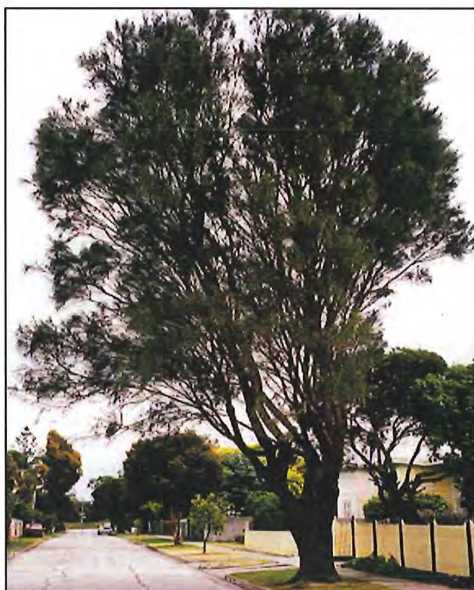


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Low
Drought	High
Frost	High
Aerial Salt	High
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Landscape Notes/ Design Qualities

Occurs on coastal sites on sandy soils and naturally develops low branching and stout trunk when grown in open sites, and may require formative pruning to develop single trunk. Rounded Good for coastal sites, group plantings.

Branchlets long and pendulous; ones have pungent valves. Good tree for coastal sites.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Angophora hispida**Dwarf Apple****Origin:** New South Wales**Characteristics**

Growth Rate	Moderate to Slow
Habit	Domed to rounded
Height	3-7m
Width	3-7m
Lifespan	Moderate

Botanical Description

Plant Type	Native Evergreen
Leaf	Dull green, ovate with undulating margins
Flowers	Cream in clusters of 3's or 7's
Fruit	Hairy, warty, ribbed woody capsule
Bark	Grey and rough, peeling in strips



Large Image: Treelogic
Small Image: Australian Government

Environmental Tolerances

pH	Acid 4-6
Compaction	Not known
Waterlogging	Low
Drought	High
Frost	Low
Aerial Salt	Moderate
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

Formative prune to develop single stem

Availability

Common

Landscape Notes/ Design Qualities

A small specimen suitable for use under powerlines, trees typically develop an informal twisted habit with gnarled branches and rough loose bark. Young branches and inflorescences are covered in reddish hairs heightening its appeal.

The bird attracting creamy white flowers borne in Spring are large and form a dense terminal cluster providing a striking contrast against a background of olive-green leaves

Tolerant of frost once established. Develops a lignotuber.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 2.5m

Araucaria heterophylla

Norfolk Island Pine

Origin: Norfolk Island

Characteristics

Growth Rate	Fast
Habit	Conical
Height	30-40m
Width	15m
Lifespan	Long

Botanical Description

Plant Type	Native Evergreen
Leaf	Dark green and small needle like on green stem
Flowers	Inconspicuous
Fruit	Cone to 12cm long
Bark	Dark brown and rough



Image: University of Melbourne

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	High to Moderate
Frost	Moderate
Aerial Salt	High to Moderate
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Landscape Notes/ Design Qualities

A stately tree, whose regular form of whorled branches creates an open crown, though provides little shade. Together with the deep green foliage and dark trunk the tree contrasts well against most landscapes.

Suited to coastal areas in large planting sites. The trees strong decurrent form and regular whorls of branches makes it particularly unsuited for sites where clearance pruning is required. The fastest growing of the Araucaria's.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Brachychiton acerifolia**Illawarra Flame Tree****Origin:** New South Wales to Northern Queensland**Characteristics**

Growth Rate	Moderate to Slow
Habit	Broadly columnar to ovoid
Height	10-15m
Width	6-10m
Lifespan	Moderate

Botanical Description

Plant Type	Native Evergreen/deciduous
Leaf	Shiny, glossy green above; entire or 3-7 lobed to 25cm
Flowers	Bright scarlet bells in clusters
Fruit	Black pod to 12cm
Bark	Grey finely fissured becoming tessellated on older trees

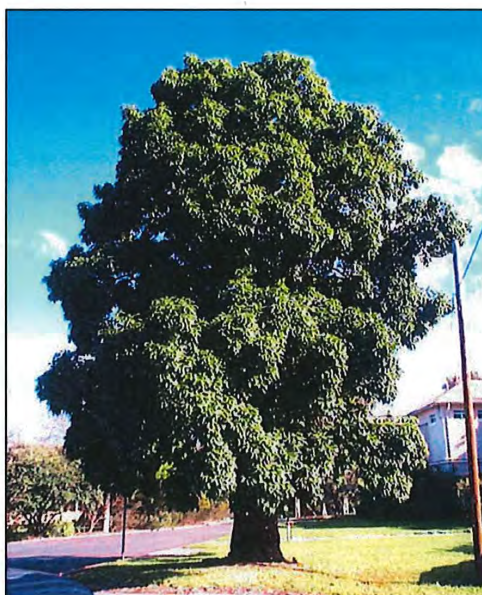


Image: Treelogic

Environmental Tolerances

pH	Acid 4-6
Compaction	Not known
Waterlogging	Moderate
Drought	Moderate
Frost	Moderate
Aerial Salt	Moderate to Low
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Landscape Notes/ Design Qualities

Trees can be either semi deciduous or fully deciduous when grown in Melbourne depending on its position in the landscape and climate. The late Spring flowering period is a spectacle, even more so when as it occurs when the tree is not in leaf (if deciduous).

Leaves can appear chlorotic in cooler climates. Seed pods contain irritating hairs and should be removed.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>

Minimum nature strip width 3m

Callistemon Viminalis

Weeping Bottlebrush

Origin: Queensland and New South Wales

Characteristics

Growth Rate	Moderate
Habit	Rounded
Height	6-8m
Width	4-8m
Lifespan	Short to Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Light green linear to narrow elliptic
Flowers	Scarlet spikes, 4-10cm long
Fruit	Woody capsule
Bark	Grey brown and fissured

Environmental Tolerances

pH	Acid 4-6
Compaction	High
Waterlogging	High
Drought	High
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally pest and disease resistant.

Establishment Requirements

Formative prune to attain single trunk.

Availability

Common



Image: Treelogic

Landscape Notes/ Design Qualities

Common, useful small tree for streetscapes, especially under powerlines and on narrow sites. Should be formatively pruned to a single trunk when young to improve structure and form.

Pendulous branches will require pruning for pedestrian and vehicular clearance. Showy scarlet flowers in Spring and Summer and pendulous branch ends an attractive feature. Flowers best in full sun. Nectar feeding bird attractant. Woody capsules are persistent; numerous cultivars available.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1.5

Casuarina cunninghamiana

River She-oak

Origin: Northern Territory, Queensland, NSW**Characteristics**

Growth Rate	Fast
Habit	Broadly conical
Height	15-25m
Width	6-10m
Lifespan	Moderate

Botanical Description

Plant Type	Native evergreen
Leaf	Deep green branchlets, fine to 15cm
Flowers	Inconspicuous
Fruit	Woody cones to 1cm long
Bark	Grey brown, finely flaky

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	High
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

None.

Availability

Common



Image: Treelogic

Landscape Notes/ Design Qualities

Fine textured foliage and strongly pendulous branches provide picturesque silhouette; crown can open up with age detracting from appeal.

Can develop surface oriented root system, and can sucker if roots damaged. Forms a strong buttressed root system and should only be planted where space allows. Quite appealing when planted in groves.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Catalpa bignonioides ‘Nana’
Umbrella Catalpa/Dwarf Indian Bean

Origin: Garden origin

Characteristics

Growth Rate	Slow
Habit	Domed
Height	3-5m
Width	2-5m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Light green, ovate to cordate and large
Flowers	Flowerless
Fruit	Fruitless
Bark	Grey Brown and flaky

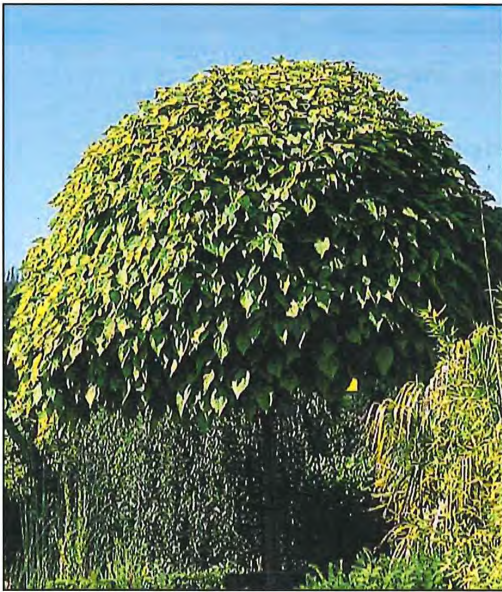


Image: Fa. C. Esveld

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	Low
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

Generally top grafted to produce a miniature of the species, with the exception of a dense uniform crown. Eventual height depends on the height of the standard to which it is grafted. A dense crown provides a uniform attractive habit creating topiary like plant. Bright gold Autumn leaf colour in cooler climates.

Best planted in areas where high winds are not a problem as this can result in leaf tear and branch breakage. Prefers good drainage, adaptable to most soils.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 2m

Cedrus deodara

Deodar Cedar

Origin: Western Himalayas

Characteristics

Growth Rate	Moderate to Fast
Habit	Pyramidal; open
Height	25-30m
Width	15-20m
Lifespan	Long

Botanical Description

Plant Type	Exotic evergreen
Leaf	Deep green needle
Flowers	Inconspicuous
Fruit	Barrel shaped cone to 12cm long
Bark	Dark grey and tessellated



Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Moderate
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Low

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Landscape Notes/ Design Qualities

A graceful tree widely planted in parks and gardens. Successfully used in medians (Sale, Victoria) and street scapes where space permits (Heidelberg, Victoria).

Light brown cones against fine textured silvery green foliage attractive. Cones of soft scales split up around May when mature and present no persistent litter problems. Requires little to no pruning to develop strong structure though clearance pruning required for vehicle and pedestrian access. Can develop shallow roots.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Celtis australis
European Nettle Tree

Origin: Europe, Mediterranean, Western Europe

Characteristics

Growth Rate	Moderate
Habit	Rounded to domed
Height	15-20m
Width	10-15m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Mid-green, narrow lanceolate, margin toothed
Flowers	Inconspicuous
Fruit	Single drupe; yellow turning purplish red, to 1cm
Bark	Smooth light grey, becomes warty with age on lower trunk

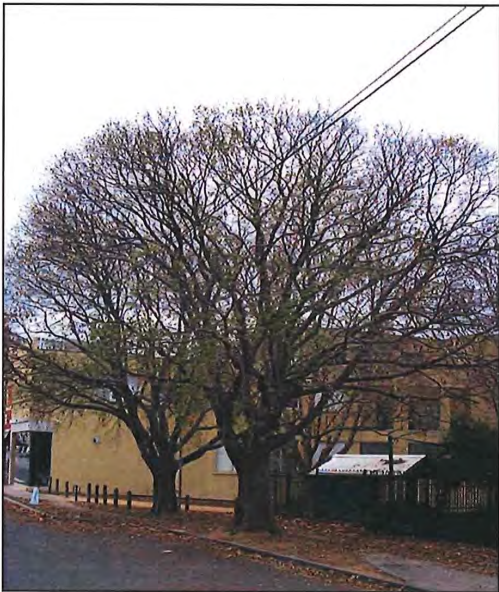


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Moderate
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	High

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Irrigation; pruning to establish central leader.

Availability

Common

Landscape Notes/ Design Qualities

The regular form makes an attractive street or specimen tree. Although closely related to Elms this species is apparently resistant to Elm Leaf Beetle and Dutch Elm disease. Autumn foliage colour yellow.

Bark is thin and easily damaged by mechanical impact. Decay of heartwood can occur with age and wounding. Large diameter surface roots can form, particularly in poorly drained soils.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>

Minimum nature strip width 3.5m

Eucalyptus leucoxylon* 'Eukie Dwarf'*Dwarf Yellow Gum****Origin:** Garden origin**Characteristics**

Growth Rate	Moderate to Fast
Habit	Domed to rounded
Height	7m
Width	3-6m
Lifespan	Short to Moderate

Botanical Description

Plant Type	Native Evergreen
Leaf	Dull to grey green lanceolate to 10cm
Flowers	Yellow or red, in groups of 3
Fruit	Woody capsule
Bark	White and chalky, dark and rough at base



Image: Austraflo

Environmental Tolerances

pH	complete range
Compaction	High
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	High
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

Being a seedling selection the flower colour can vary between red and yellow. Long flowering period; flowers are bird attracting. Basal bark is persistent, otherwise white/grey and yellow, smooth and chalky; form an open crown.

A very tolerant tree well suited to the urban environment. Form can be irregular, though has notably stronger branch attachment than other cultivars.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	2.5m

Eucalyptus leucoxylon

Yellow Gum

Origin: Victoria to South Australia

Characteristics

Growth Rate	Moderate to Fast
Habit	Rounded to spreading
Height	10-15m
Width	5-10m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Native evergreen
Leaf	Lanceolate, green to waxy blue to 14cm
Flowers	Creamy or pink-red.
Fruit	Woody capsules in 3's.
Bark	Dark and rough at base, smooth and creamy white to grey above.

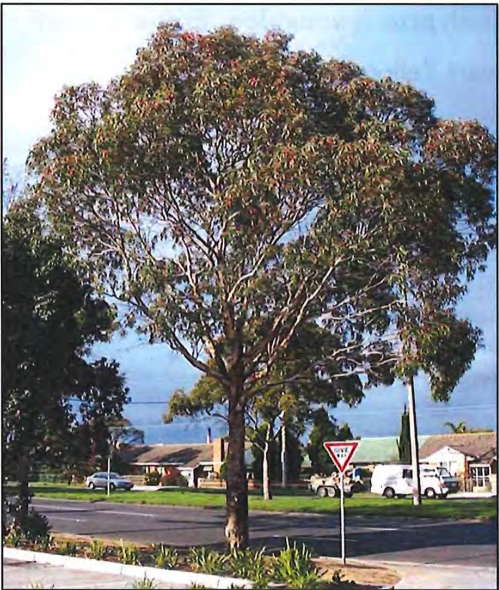


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	Moderate
Drought	Moderate to high
Frost	Moderate
Aerial Salt	High
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Landscape Notes/ Design Qualities

The showy flowers over a long flowering period are an appealing characteristic, the flowers attracting native birds.
Performing best on sandy soils it will adapt to heavier loams and clays.
Develops an open crown and can become irregular in habit and with a variety of natural forms available, consistency in plantings requires careful selection.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3m

Eucalyptus melliodora

Yellow Box

Origin: Victoria New South Wales and Queensland**Characteristics**

Growth Rate	Moderate
Habit	Rounded to ovoid
Height	12-30m
Width	10-15m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Grey green, lanceolate to 14cm long
Flowers	Creamy white in 7's
Fruit	Small woody capsule to 7mm
Bark	Grey, yellow or red-brown, rough to variable heights on trunk

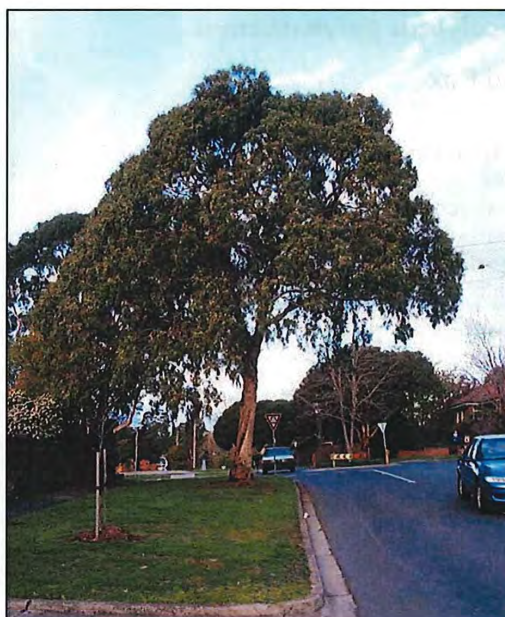


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	High
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free

Availability

Common

Landscape Notes/ Design Qualities

A variable medium sized to large tree that forms an open rounded crown. Frequently interbreeds with *Eucalyptus camaldulensis* (River Red Gum). Bark becomes dark and rough with age and is extremely variable within the species.

Adaptable to a wide range of soil types and textures though naturally occurs on clay soils.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3.5m

Eucalyptus polyanthemus

Red Box

Origin: Victoria and New South Wales

Characteristics

Growth Rate	Fast to Moderate
Habit	Rounded to spreading
Height	8-25m
Width	6-15
Lifespan	Long

Botanical Description

Plant Type	Native Evergreen
Leaf	Rounded to broadly ovate slate grey-green to glaucous
Flowers	White terminal panicles in 3's pt 7's
Fruit	Pear shaped woody capsule
Bark	Grey and finely tessellated

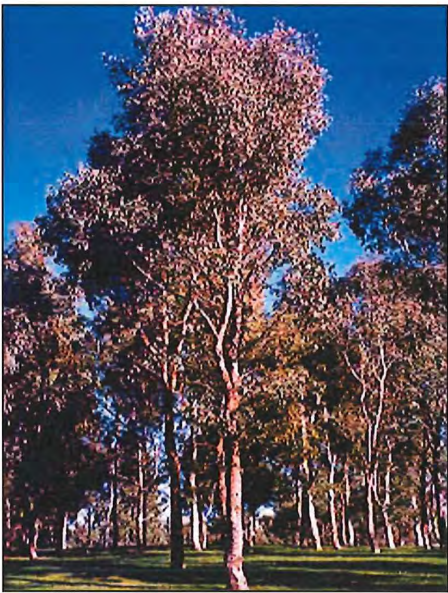


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Common

Landscape Notes/ Design Qualities

Fast growing when young though moderate once established, it is one of the more distinctive Eucalypts having attractive rounded grey-green foliage and massed clusters of small flowers. The Rough box bark persistent on smaller branches.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3.5m

Eucalyptus sideroxylon**Red Ironbark****Origin:** Victoria, New South Wales and Queensland**Characteristics**

Growth Rate	Moderate to Fast
Habit	Rounded to broadly conical
Height	15-20m
Width	7-15m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Native Evergreen
Leaf	Grey green narrow lanceolate
Flowers	White in groups of 7
Fruit	Woody capsule
Bark	Dark red to black, deeply fissured

Environmental Tolerances

Soil Type	Various
pH	Complete range
Compaction	Not Known
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Not known

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

None

Availability

Common



Image: Treelogic

Landscape Notes/ Design Qualities

Dark bark and grey-green foliage provides a stark contrast. Profuse show of bird attracting flowers in Spring.

Typically develops a straight trunk, though has the tendency to produce bifurcated stems that can be prone to failure. Formative pruning during the semi-mature stage may be necessary. Adaptable to a range of soil types.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

***Fraxinus pennsylvanica* 'Urbanite'**

Urbanite Green Ash

Origin: Garden Origin**Characteristics**

Growth Rate	Moderate to Fast
Habit	Broadly conical to rounded
Height	10-16m
Width	8-12m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Lustrous mid to deep green, pinnately compound
Flowers	Green/purple, inconspicuous
Fruit	Seedless
Bark	Grey-brown; ridged and furrowed with age, ridges interlace forming diamond pattern



Image: Anon.

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	High
Drought	Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Moderate

Landscape Notes/ Design Qualities

An urban tolerant shade tree. This cultivar is seedless (male clones). Mature dimensions in Australia not established, and may become larger than stated.

Medium textured foliage and dense habit; mature bark ornamental. Autumn foliage yellow to deep bronze though can be poor.

Lower branches often become pendulous requiring clearance pruning. Develops surface oriented roots with age; brittle wood can lead to storm damage with age.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

None

Availability

Becoming common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3m

Gleditsia triacanthos* var. *inermis

Thornless Honeylocust

Origin: USA**Characteristics**

Growth Rate	Fast
Habit	Upright to spreading
Height	15-23m
Width	11-15m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Bipinnate, light green to 2.5cm long
Flowers	Yellow, fragrant; not showy
Fruit	Dark red/black pod to 30cm long
Bark	Grey-brown, narrow, shallow scaly ridges and deep furrows.



Large Image: Hoch
Small Image: Dirr

Environmental Tolerances

pH	Complete range
Compaction	Moderate
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	Moderate
Aerial Pollution	High

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Formative pruning to establish good form.

Availability

Common

Landscape Notes/ Design Qualities

Fine textured feathery pinnate foliage and open crown casts light shade. Can drop foliage early in high heat summers. Autumn foliage a bright to golden yellow

Inermis is a thornless variety of which some plants are almost seedless so fruit drop does not cause a significant litter problem.

Variable habit; should be grown with a central trunk and open habit. Can develop crossing branches and requires pruning to achieve good form. The cultivar 'Shademaster' should also be considered.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	3.5m

Jacaranda mimosifolia

Jacaranda

Origin: Brazil, Argentina

Characteristics

Growth Rate	Moderate
Habit	Rounded to irregular
Height	12-15m
Width	10-13m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Light green bipinnate foliage
Flowers	Mauve-blue
Fruit	Flattened rounded woody pod to 5cm
Bark	Tan to light brown, rough



Large Image: Treelogic
Small Images: Florida Gardener.com

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate to Low
Drought	Moderate
Frost	Low to Moderate
Aerial Salt	Low
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

Feathery foliage gives the tree a delicate appearance and produce yellow Autumn colour. Show of mauve flowers in mid December striking, light pleasant fragrance. Fruit can create a litter problem.

Open crown provides light shade and arching branches lend themselves to creating a canopy over a street or avenue.

Thin bark is easily damaged by mechanical impact. Require good drainage for best results; frost tender when young.

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Irrigation, and formative pruning to develop single trunk.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	2.5m

Laurus nobilis

Bay laurel

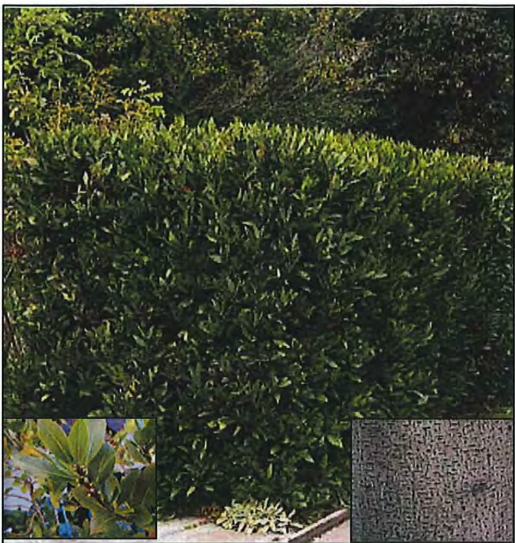
Origin: Southern Europe Canary Islands

Characteristics

Growth Rate	Moderate to Fast
Habit	Conical
Height	10-15m
Width	10m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Exotic evergreen
Leaf	Dark Green with wavy margins
Flowers	Inconspicuous
Fruit	Inconspicuous
Bark	Grey smooth



Large image: Hotipphoto
Small images: University of Basel

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	High
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

Requires regular clipping to achieve desired form.

Availability

Common

Landscape Notes/ Design Qualities

Tolerates regular clipping and is recommended as clipped small tree for use in commercial areas.

Readily self sowing and having poisonous berries choose only male plants to avoid fruiting and potential weed problems. Performs well in coastal areas, and adapts to a range of soil types. Best grown in full sun.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1m

***Maclura pomifera* ‘Wichita’**

Wichita Osage Orange

Origin: Garden origin

Characteristics

Growth Rate	Moderate
Habit	Rounded to irregular
Height	12-20m
Width	10-15m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Oblong, glossy green above, lighter below
Flowers	Inconspicuous
Fruit	None
Bark	Pale golden to grey brown; vertical fissures and scaly ridges



Large Image: University of Connecticut
Small Image: Anon

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

One of several cultivars developed for its lack of fruit and virtually no thorns. A tree well suited to urban settings though to date not tested in Victorian streetscapes. Should perform well in dry areas maintaining a lush green appearance.

This is an upright, spreading tree with a dense canopy it is tolerant of pruning. Roots can be surface oriented with age and so the tree will require space; stock available from Metropolitan Tree Growers.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

Irrigation for the first 1-2 years in the ground.
Formative pruning to develop single leader

Availability

Becoming available

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Malus spectabilis ‘Plena’

Chinese Crabapple

Origin: Garden Origin

Characteristics

Growth Rate	Moderate
Habit	Vase to rounded
Height	6-8m
Width	3-4m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic evergreen
Leaf	Ovate bright green and glossy
Flowers	Bluish pink to white flowers
Fruit	Small, rarely borne
Bark	Shiny grey-brown

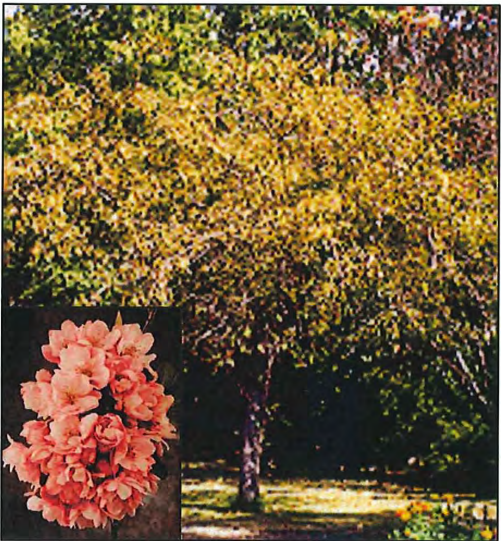


Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Low
Waterlogging	Not known
Drought	High
Frost	Moderate
Aerial Salt	Low
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Susceptible to Apple Scab

Establishment Requirements

Formative pruning to develop good upright form.
Possibly available in high graft to produce a single stem.

Availability

Common

Landscape Notes/ Design Qualities

Spring floral display is showy though short lived; flowers fragrant. Adaptable to a wide range of conditions though prefers a deep, fertile, well-drained soil and full sun. High graft specimens preferable for use in streetscapes

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input checked="" type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1.5m

***Olea europaea* 'Swan Hill'**

Swan Hill Olive

Origin: Garden origin**Characteristics**

Growth Rate	Slow to Moderate
Habit	Rounded to vase shaped
Height	7-10m
Width	7-10m
Lifespan	Long

Botanical Description

Plant Type	Exotic evergreen
Leaf	Small olive green, paler below
Flowers	Inconspicuous
Fruit	Fruitless
Bark	Light grey, scaly



Image: McKeown Inc

Environmental Tolerances

pH	Complete range
Compaction	Low to Moderate
Waterlogging	Low to Moderate
Drought	High
Frost	Moderate
Aerial Salt	High
Aerial Pollution	Not known

Pest & Disease Susceptibility

Susceptible to anthracnose, phytophthora and sooty mould.

Establishment Requirements

Irrigation will markedly increase growth rate in dry sites.

Availability

Becoming available

Landscape Notes/ Design Qualities

Being a non-fruiting variety makes it suitable for use in streetscapes and its small size makes it suitable for use under powerlines; moderately dense crown. Strong durable wood provides good branch strength. Previously rarely used in streetscapes though becoming common because of its urban tolerance.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	2.5m

Photinia serratifolia

Chinese Hawthorn

Origin: China

Characteristics

Growth Rate	Moderate to Fast
Habit	Domed crown forming vase shaped habit.
Height	4-8m
Width	4-8m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic evergreen
Leaf	Oblong glossy green.
Flowers	Showy white flowers
Fruit	Small red pome, rarely borne
Bark	Grey to light brown, often mottled



Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	Not known
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally pest and disease free though susceptible to leaf spot in low light levels.

Establishment Requirements

Requires pruning to achieve single stem.

Availability

Common

Landscape Notes/ Design Qualities

Rounded dense canopy provides good screening qualities. Usually multi-stemmed and vase-shaped. New foliage appears bronze to reddish-purple, maturing to a glossy dark, turning scarlet before dropping. Bark decorticating in plates is attractive. White flowers with strong aroma appear in corymbose panicles, borne in spring. Prefers well-drained soils and full sun. Bark thin and easily damaged by mechanical impact.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
Outstand	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	2m

Platanus orientalis

Oriental Plane

Origin: South Eastern Europe to Western Asia

Characteristics

Growth Rate	Fast
Habit	Rounded
Height	15-25m
Width	12-20m
Lifespan	Long

Botanical Description

Plant Type	Exotic deciduous
Leaf	Large, palmate, deeply lobed. Mid-dark green turning yellow to brown in autumn
Flowers	Inconspicuous
Fruit	Round aggregate balls to 2.5cm, bristly
Bark	Smooth; cream, olive light brown, decorticating in patches



Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	High
Waterlogging	High
Drought	Moderate to High
Frost	High
Aerial Salt	Moderate
Aerial Pollution	High

Landscape Notes/ Design Qualities

A large and impressive street tree when mature that requires large amounts of space. A useful large tree especially for creating significant avenues. This species can be formatively pruned around powerlines quite effectively.

Leaf litter can create some nuisance issues. Appears to be free of pest and disease issues relative to London Plane; anthracnose resistant

Pest & Disease Susceptibility

Generally trouble free.

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>

Minimum nature strip width 3.5m

***Prunus cerasifera* 'Nigra'**

Purple-leafed Cherry-plum

Origin: Garden Origin**Characteristics**

Growth Rate	Moderate
Habit	Vase to rounded
Height	5-6m
Width	4-5m
Lifespan	Short to Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Ovate, purple with toothed margins
Flowers	Pale Pink
Fruit	Dark red plum to 2cm
Bark	Dark brown to purple brown, dark red twigs



Image: Treelogic

Environmental Tolerances

pH	Complete range
Compaction	Low
Waterlogging	Low
Drought	Moderate
Frost	High
Aerial Salt	Low
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

A useful small street tree, which has been used extensively throughout Melbourne. Short to moderate lifespan but generally low maintenance.

Masses of single pink flowers in Spring prior to leaf burst, though rarely produces fruit. The striking foliage provides a stark contrast to the normal greens of summer.

A number of cultivars are now available that have variations of flower and leaf colour. Be cautious of mixed cultivars when developing new streetscapes as habit and form can vary.

Pest & Disease Susceptibility

Boring insects during later stages of maturity

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input checked="" type="checkbox"/>
	<input checked="" type="checkbox"/>
Roundabout	<input type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input checked="" type="checkbox"/>
Minimum nature strip width	1.5m

***Pyrus calleryana* ‘Aristocrat’**

Aristocrat Callery Pear

Origin: Garden Origin

Characteristics

Growth Rate	Moderate to Fast
Habit	Broadly conical
Height	12-15m
Width	8-10m
Lifespan	Moderate

Botanical Description

Plant Type	Exotic deciduous
Leaf	Dark green glossy, undulate margins
Flowers	White to 2cm in corymbs
Fruit	Small pome, yellow speckled russet
Bark	Grey-brown, lightly furrowed



Image: Flemings Nursery

Environmental Tolerances

pH	Complete range
Compaction	Not known
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	Not known
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Somewhat susceptible to Fire Blight

Establishment Requirements

Formative pruning to develop good structure

Availability

Common

Landscape Notes/ Design Qualities

Produces good Autumn colours of yellow through to red and crimson. Profuse flowers borne early Spring prior to leaf burst.

Develops shallow roots and requires space to avoid infrastructure damage rooted. The cultivar ‘Chanticleer’ is a cultivar having narrower form that is particularly useful where lateral aerial space is limited.

Horizontal branching produces good attachment providing greater resistance to splitting than other cultivars.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Min. Nature strip width	2.5m

Quercus canariensis

Algerian Oak

Origin: Portugal, South Spain, and North Africa

Characteristics

Growth Rate	Slow to Moderate
Habit	Broad domed
Height	20-30m
Width	25m
Lifespan	Long

Botanical Description

Plant Type	Exotic semi-deciduous
Leaf	Oblong; mid to dark green to 22cm long
Flowers	Inconspicuous
Fruit	Acorn to 2.5cm long in 3's
Bark	Dark grey-brown, tessellated

Environmental Tolerances

pH	Complete range
Compaction	Moderate to Low
Waterlogging	Moderate
Drought	High
Frost	High
Aerial Salt	High
Aerial Pollution	Moderate

Pest & Disease Susceptibility

Generally trouble free, though occasionally Oak Leaf Miner and Powdery Mildew.

Establishment Requirements

None

Availability

Common



Image: Treelogic

Landscape Notes/ Design Qualities

A stately tree that develops a short stout trunk and massive branches with age. Slow to establish but long lived. Autumn foliage colour is yellow to yellow-brown. Leaves persist in warmer areas.

Hybridises easily with English Oak (*Quercus robur*) to produce variable leaf form and in Australia it is thought that many trees are not pure.

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

Ulmus Parvifolia ‘Todd’

Chinese Elm

Origin: Garden Origin

Characteristics

Growth Rate	Moderate
Habit	Ovate to rounded
Height	10m
Width	1m
Lifespan	Moderate to Long

Botanical Description

Plant Type	Exotic semi-deciduous
Leaf	Dark green, thick with finely serrated margins
Flowers	Inconspicuous
Fruit	Small light green samaras to 9mm long
Bark	Grey to silver/brown exfoliating to reveal fresh orange/brown



Image: Flemings Nursery

Environmental Tolerances

pH	Wide range
Compaction	Moderate
Waterlogging	Moderate
Drought	Moderate
Frost	High
Aerial Salt	Not known
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

Selected for its uniform growth habit including the ability to maintain a central leader. Bark and contrasting dark foliage provide an attractive contrast and element of interest.

Chinese Elms can be either semi-deciduous or deciduous in Melbourne mild Climate

Performs best in moist, well drained soils. Will generally not produce suckers unless the roots are damaged. Very adaptable and tolerant of urban conditions; transplants easily.

Pest & Disease Susceptibility

Generally pest and disease free, though rarely affected by Elm Leaf Beetle.

Establishment Requirements

None

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3m

Waterhousea floribunda

Weeping Lilly Pilly

Origin: Queensland and New South Wales

Characteristics

Growth Rate	Moderate
Habit	Ovoid to rounded
Height	10-20m
Width	7-10m
Lifespan	Long

Botanical Description

Plant Type	Native evergreen
Leaf	Fresh to dark green, lanceolate with undulating margins
Flowers	Creamy white in terminal panicles
Fruit	Green berry ripening to white or pink to red
Bark	Grey to dark grey



Image: Treelogic

Environmental Tolerances

pH	4-6
Compaction	Not known
Waterlogging	High
Drought	Moderate
Frost	Moderate
Aerial Salt	Moderate
Aerial Pollution	Not known

Landscape Notes/ Design Qualities

An underutilised street tree, the semi-weeping branches and fresh green undulating foliage against the dark bark make for an attractive tree. Crown typically quite dense. Fruit drop generally not problematic, fruit shed quickly after ripening.

Faster to develop than *Acmena smithii* (Lilly Pilly), though prefers moist soils to develop best specimens. Not suited for use on impoverished soils.

Pest & Disease Susceptibility

Generally trouble free

Establishment Requirements

Irrigation.

Availability

Common

Planting sites/ Root Space

Nature strips	<input checked="" type="checkbox"/>
Cut-out	<input type="checkbox"/>
Outstand	<input type="checkbox"/>
Roundabout	<input checked="" type="checkbox"/>
Raised Planters	<input type="checkbox"/>
Beneath electrical wires	<input type="checkbox"/>
Minimum nature strip width	3.5m

6.6 Draft Annual Business Plan 2023-24 and Long Term Financial update

Report Reference	FRAC230516R6.6
Originating Officer	Unit Manager Statutory Finance & Payroll – Andrew Doyle
Corporate Manager	Chief Financial Officer - Ray Barnwell
General Manager	General Manager Corporate Services - Angela Allison

REPORT HISTORY

Report Reference	Report Title
FRAC221213 R7.1	Framework and Key Assumptions for the preparation of the Annual Business Plan 2023-2024 and Long-Term Financial Plan
FRAC230221 R7.2	Draft Annual Business Plan 2023-24 and Long Term Financial Plan

REPORT OBJECTIVE

The purpose of this report is to provide the Finance, Risk and Audit Committee with an update on the development of the Draft Annual Business Plan (ABP) 2023-24 and Draft Long Term Financial Plan (LTFP) since it was last presented at the 21 February 2023 Finance, Risk and Audit Committee meeting.

EXECUTIVE SUMMARY

The development of the Draft ABP 2023-24 and LTFP is an iterative process that continues through to the final adoption of the ABP at the end of June. Council released its Draft ABP 2023-24 for public consultation on 12 May 2023 with the consultation period set to close on 4 June 2023. The final Draft 2023-24 ABP will be considered for adoption by Council at the 27 June 2023 General Council meeting.

The City of Marion like many organisations is dealing with highly challenging market conditions and inflationary pressures not seen for many years (*Adelaide Year on Year CPI to March 2023 is recorded at 7.9%*). In developing the Draft ABP and LTFP we have been mindful of current market conditions and developed the ABP and LTFP to ensure continuity of services and project delivery in a financially sustainable way.

Considerable work has been undertaken to set a rate increase that balances the impact on our community without compromising on operational service or capital project delivery while also maintaining a long term financially sustainable position for the City of Marion.

The Draft ABP 2023-24, based on a proposed increase in average rates of 5.2%, forecasts a funding surplus of \$0.045m. All years of the LTFP are currently forecasting a surplus position ensuring Council is meeting its core 'Financial Sustainability' target maintaining, on average, a break-even or better funding (cash) position over the LTFP. The net surplus position for the 10 years of the LTFP is forecast to be \$0.935m.

City of Marion Building Asset Strategy (CoMBAS) – Indicative Funding – Council in the development of the Draft ABP 2023-24 and LTFP have considered and endorsed the incorporation of the future indicative funding requirement to support the delivery of all projects outlined in the CoMBAS guide. As the LTFP is a forward-looking document Council will on an annual basis have the opportunity to assess whether or not to incorporate these projects into its annual budget. Estimated funding of \$83.5m and the attraction of potential grant funding of \$30.8m are now incorporated in the LTFP beyond 2023-24 for these projects.

The City of Marion is in a strong financial position and currently carries minimal debt, forecast to be \$2.69m by June 2023. Council is set to embark on a number of major projects which will commence construction in the 2023-24 year with an ambitious \$50.7m capital program forecast for delivery in 2023-24. In addition, as noted above, the indicative funding requirement of \$83.5m to support the delivery of projects outlined in the (CoMBAS) guide beyond 2023-24 has now been incorporated into Council's Draft LTFP.

This results in forecast borrowings in 2023-24 of \$18.1m with borrowings beyond 2023-24 forecast to peak at \$55.3m in the 2031-32 year of the LTFP.

The continued development of the Draft ABP 2023-2024 and LTFP through to final adoption in June will see a further focus on the interrogation of costs, and adjustments for any further updates in relation to Council project priorities.

Community consultation will be undertaken from 12 May 2023 through to 4 June 2023. This consultation period provides an opportunity for the community to provide feedback online through the Making Marion website and/or make submissions via Council's website or alternatively by post. Included within this period is an opportunity for public representation to Council at the 23 May 2023 General Council meeting.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Provides feedback on the current iteration of the Draft ABP 2023-24 and Draft LTFP released for public consultation (Attachment 1).**

DISCUSSION

The Draft ABP is Council's statement of its intended programs and outcomes for the 2023-24 year. The ABP and LTFP form an integral part of Council's suite of Strategic Management Plans supporting the delivery of the first year of the 4 Year Business Plan 2023-2027 (4YBP) with the allocation of resources in the 2023-24 Annual Budget. The ABP also establishes the basis for review of the Council's performance over the year.

The Draft ABP 2023-24 and LTFP have been developed using a proposed average rate increase of 5.2% for 2023-24 plus forecast annual growth from new properties from development of 1%. The Draft ABP has been developed in a period of increasing CPI (Adelaide March 23 CPI at 7.9%) and challenging market conditions which may impact costs for local government in some cases greater than CPI.

The Draft ABP 2023-24 forecasts a surplus of \$0.045m with all years of the LTFP forecasting a surplus position ensuring Council is meeting its core 'Financial Sustainability' target maintaining, on average, a break-even or better funding (cash) position over the LTFP. The net surplus position for the 10 years of the LTFP is \$0.935m. Council is forecast to deliver an ambitious \$50.7m capital program forecast in 2023-24 and new borrowing of up to \$18.1m are planned to support the delivery of key projects in 2023-24.

Public consultation for the Draft ABP 2023-24 & LTFP (Attachment 1) commenced on the 12 May 2023 and is due to conclude on 4 June 2023. Public consultation provides an opportunity for the community to provide feedback online through the Making Marion website and/or make submissions via Council's website or alternatively by post. Included within this period is an opportunity for public representation to Council at the 23 May 2023 General Council meeting.

The key remaining steps for the ABP and LTFP processes are as follows:

Key stages	Date	Meeting
Public consultation period	12 May to 4 June 2023	Written submission and feedback via Making Marion
Review and feedback on Draft ABP 2023-24 and LTFP	16 May 2023	Finance, Risk and Audit Committee
Community representations to Council	23 May 2023	General Council
Draft ABP 2023-24 and LTFP for final endorsement	13 June 2023	General Council
ABP 2023-24 and LTFP for adoption	27 June 2023	General Council

Key Projects – Funded in ABP 2023-2024 and LTFP

The attached Draft ABP 2023-24 incorporates, as noted earlier, an ambitious \$50.7m capital works program for delivery in the 2023/24 year. This program includes Council's programmed capital renewal program aligned to Councils Asset Management Plans but also includes funding in the order of \$27m for delivery of key projects in 2023/24 including;

- Marino Hall Upgrade
- Cove Sports Netball and Lower Oval Upgrade
- Marion Golf Park Clubhouse Redevelopment
- Warradale Park Tennis Club
- Extension to the Recycled Stormwater Pipeline
- Continuation of Coastal Walkway Upgrade

City of Marion Building Asset Strategy (CoMBAS)

The attached Draft 2023-24 APB and LTFP incorporate the future indicative funding requirement to support the delivery of all projects outlined in the City of Marion Building Asset Strategy (CoMBAS) guide.

As the LTFP is a forward-looking document Council will, on an annual basis, have the opportunity to assess whether or not to incorporate these projects into its annual budget. Estimated funding of \$83.5m and the attraction of potential grant funding of \$30.8m are incorporated in the LTFP beyond 2023-24 for these projects.

Indexation

The 2023-24 budget will be based on forecast expenditure levels indexed to reflect current cost pressures and future anticipated costs including the consideration of major contract price escalation and other market pressures. (Note Adelaide Year on Year CPI to March 2023 being 7.9%).

With CPI expected to remain at the higher end of the RBA inflation target of 2 – 3% the LTFP has factored indexation at the higher end of the RBA target over the coming 2 years before reverting to a longer term forecast of 2.5% from 2025/26 onwards.

Some key movements reflected in operating costs are an allowance for continued price escalation in energy costs particularly electricity with a further \$0.398m (21%) required from 2022-23 levels. Key contracts also aligned closely to CPI such as the waste contract will see significant increases for 2023-24 in the order of \$0.590m.

Continued price escalation and difficult market conditions makes the forecasting task more challenging leading to a higher-than-normal degree of uncertainty the further one looks into the future. Indexation beyond 2023-24 will be aligned to the Reserve Bank's projected inflation estimates in the medium and longer term, with the following exceptions;

Employee Costs - will be increased in alignment with Council's Enterprise Agreement provisions. In addition, costs relating to Council approved staff resources to meet operational requirements or Council endorsed initiatives will be incorporated into the ABP and LTFP. The pickup in inflation and an ongoing tight labour market is expected to translate into moderately stronger wages growth over time and forecast employee costs in the LTFP will accommodate these expected conditions. The remaining 3 scheduled annual increases of 0.5% to the Superannuation Guarantee are also incorporated into the LTFP.

Interest Expenses – are directly related to Council borrowings and cash flows. Forecast interest rates are based on current market rates with an added margin giving consideration for future potential rate increases.

Interest Revenue - is directly related to Council investments and cash flows and is carefully monitored in line with interest rate movements.

Non-recurrent Costs / Revenues — An adjustments schedule has been developed to account for any future variations in operating activities (e.g. - an adjustment is made for election expenses to reflect that they only occur once every 4 years). Following the completion of the Local Government Elections in 2022 a forecast reduction of \$0.437m has been applied to the 2023-24 ABP.

Capital Grants, Subsidies and Monetary contributions – reflect tied monies received in relation to the purchase/construction of new assets and are budgeted in accordance with information known at the time of preparing this document.

Commonwealth and State Government Stimulus / Election funding – Council will continue to seek and optimise the opportunity to leverage any State and Federal stimulus funding provided to the sector. It should also be noted Federal and State Government funding attracted throughout the 2022 elections supports major infrastructure initiatives in 2023-2024. The impact of the attraction of this funding and the resource requirements to deliver identified projects and initiatives has been considered in the development of the Draft 2023-24 ABP and LTFP.

Breakeven or Better Funding (Cash Position) – A positive cash flow is vital to support operating requirements to continually deliver uninterrupted council services in addition to providing cash to fund:

- Renewal of existing assets over time to maintain community service standards
- Scheduled principal loan repayments and
- Provision of funding for future long term asset management objectives

Council will endeavour to set rates that minimise the impact on our community but also enable the achievement of its long-term strategic objectives while maintaining a break-even or better (cash) position over the LTFP thus ensuring the long term financial sustainability for the City of Marion.

Cash Position and Loan Funding

The City of Marion is in a strong financial position and currently carries minimal debt which is forecast to be \$2.69m by June 2023. Council is set to embark on several major projects in 2023-24 resulting an ambitious \$50.7m capital program to be delivered.

In addition, the indicative funding requirement of \$83.5m to support the delivery of projects outlined in the City of Marion Building Asset Strategy (CoMBAS) guide beyond 2023-24 has been incorporated into Council's LTFP model. Council plans to fund these projects through a combination of grant funding and additional borrowings as required.

Table 2 – '2023 – 2033 Forecast Loan Funding' - depicts the forecast outstanding borrowings over the term of the LTFP after incorporating the indicative funding requirements of CoMBAS. Borrowings are forecast to peak at \$55.3m in the 2031-32 year.

Attachment 2 - *City of Marion Long Term Financial Plan (LTFP) Funding Statement* - shows the annual funding position for City of Marion after taking into account the cash requirements of both Operating and Capital Expenditure and the forecast minimum cash balances to fund cash backed liabilities, reserves and required working capital.

Table 2: 2023- 2033 Forecast Loan Funding for LTFP

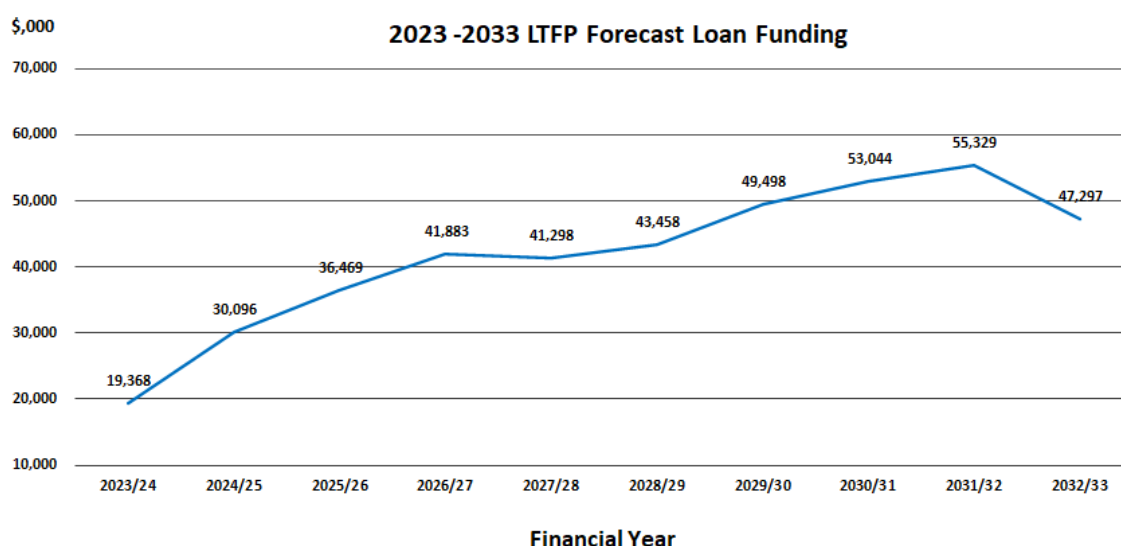


Table 3 - 'Key Debt Ratios' - demonstrates that the City of Marion has sufficient capacity to undertake the forecast level of borrowings required to support the delivery of future capital projects, forecast to total \$374m over the 10 years of the LTFP, with all forecast ratio results sitting within the relevant target ranges. However, the LTFP, as a forward-looking document, will afford Council the opportunity to assess whether or not to incorporate future capital projects into its annual budget.

Table 3 - 'Key Debt Ratios'

		Key Debt Ratios									
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Debt Servicing Ratio	Target Range	0% - 10%	0% - 10%	0% - 10%	0% - 10%	0% - 10%	0% - 10%	0% - 10%	0% - 10%	0% - 10%	0% - 10%
	Forecast	1.04%	2.48%	3.80%	4.66%	5.45%	5.64%	5.83%	6.70%	7.38%	8.00%
Net Financial Liabilities Ratio	Target Range	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%
	Forecast	23.56%	31.80%	35.52%	38.40%	35.98%	35.76%	38.22%	38.84%	38.24%	30.77%
Interest Coverage Ratio	Target Range	0% - 5%	0% - 5%	0% - 5%	0% - 5%	0% - 5%	0% - 5%	0% - 5%	0% - 5%	0% - 5%	0% - 5%
	Forecast	0.15%	0.96%	1.42%	1.65%	1.82%	1.72%	1.74%	1.90%	1.95%	1.95%

Commonwealth and State Government Funding

Council will continue to seek and optimise the opportunity to leverage any State and Federal funding provided to the sector.

It should also be noted Federal and State Government funding attracted throughout the 2022 elections supports major infrastructure initiatives in 2023-2024. The impact of the attraction of this funding and the resource requirements to deliver identified projects and initiatives has been considered in the development of the Draft 2023-24 ABP and LTFP.

Public Consultation

Public consultation on the Draft ABP 2023-24 and LTFP will be undertaken for the period 12 May to 4 June 2023. This meets the requirements of s122 of the Local Government Act 1999.-

The Draft Plans and opportunity for community comment will be available on the 'Making Marion' website (www.makingmarion.com.au).

Notices will also be placed in community and business newsletters directing readers to Council's website. Consultation on the Draft ABP also meets requirements in the South Australian Public Health Act 2011, s51.

The 23 May 2023 General Council meeting will include an allowance of one hour for public representations where members of the public can be invited to make verbal submissions.

Any feedback from the community consultation process will be considered and will inform the draft ABP 2023-24 and LTFP to be presented for Council's consideration and adoption at the General Council meeting to be held on 27 June 2023.

ATTACHMENTS

1. Draft Annual Business Plan 2023-2024 - Consultation [6.6.1 - 41 pages]
2. Draft LTFP 2023-33 Consultation Funds Statement [6.6.2 - 1 page]

City of Marion Annual Business Plan 2023-2024

Draft for public consultation

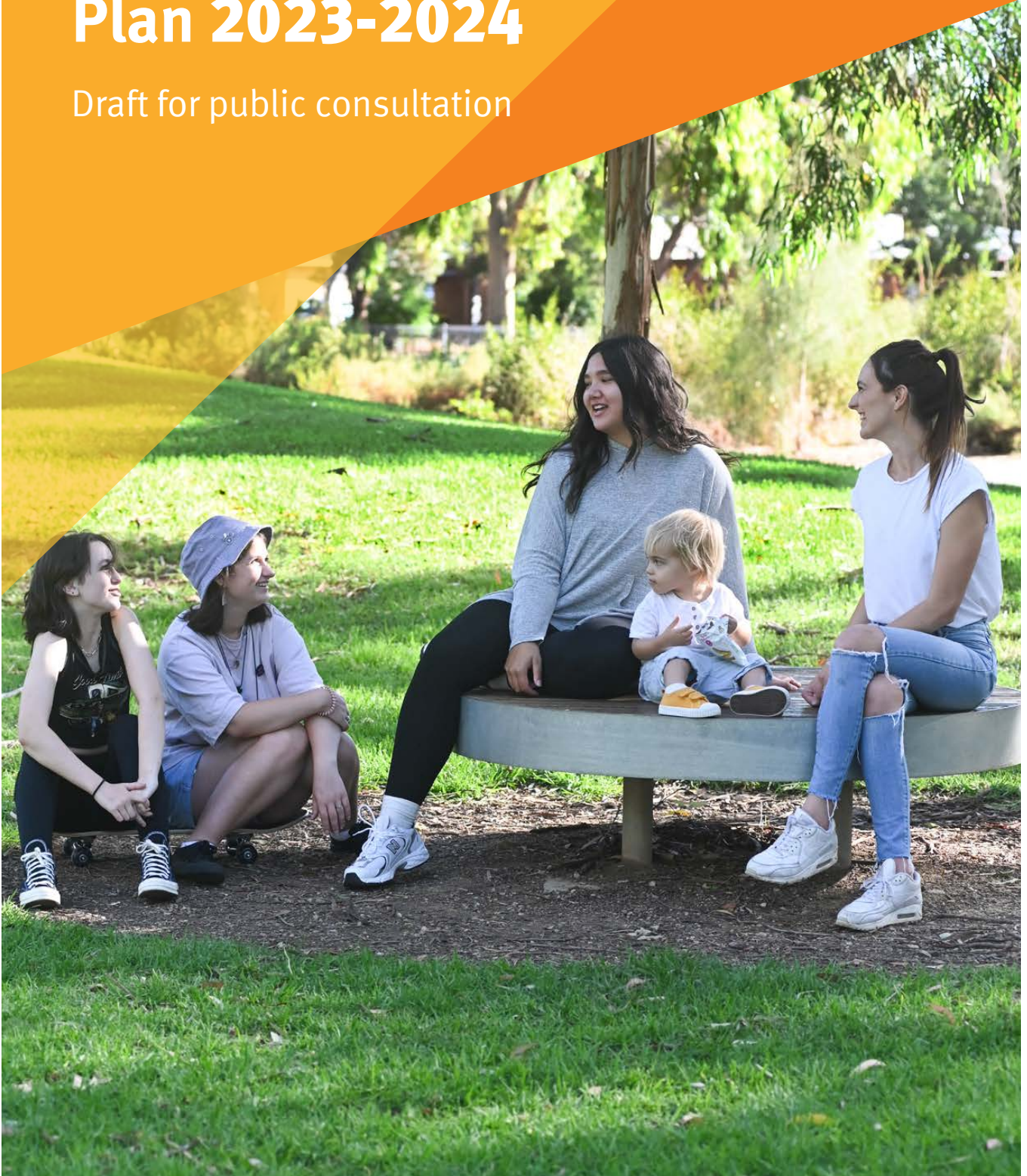


Image credits: SATC and Josh Geelan

Kaurna Acknowledgement

Ngadiu tampendi Kaurna meyunna yaitya
mattanya yaintya yerta

This Kaurna acknowledgement was prepared in
consultation with traditional custodians.

Acknowledgement of Country

The City of Marion acknowledges we are situated on the
traditional lands of the Kaurna people and recognises the
Kaurna people as the traditional custodians of the land.

Your voice

The City of Marion is seeking your input and feedback regarding the Draft Annual Business Plan 2023-2024.

This process provides you with the opportunity to have your say on the level of service and activities undertaken by the Council before the final budget is adopted.

Community consultation commences on Friday 12 May 2023 and closes on Sunday 4 June at 5pm. Online submission forms are available on Council's community engagement website makingmarion.com.au

Written submissions are welcomed and addressed to the following:

City of Marion
PO BOX 21
Oaklands Park SA 5046
Or council@marion.sa.gov.au

Verbal submissions may be made at the 23 May 2023 General Council meeting, which begins at 6:30pm. At this meeting, members of the public may ask questions and make submissions in relation to the Draft Annual Business Plan 2023-2024 for a period of one hour. Each speaker will be allocated a maximum of five minutes to make their submission.

If you wish to make a verbal submission to General Council, please contact:

Kate McKenzie
Manager, Office of the Chief Executive
Telephone: 08 8375 6600

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Welcome

Welcome to the City of Marion's Draft Annual Business Plan 2023-2024

What do you think of our draft budget?

We understand the cost of living is creating stress within our community. Inflationary pressure is also being felt by Council; we have had to pay a lot more for materials.

Marion Council is proposing a 5.2% per cent average rate increase for the coming year. This will be one of the lowest average rate increases in metropolitan Adelaide. Property owners may experience variation in that figure due to changing property values which are outside of the Council's control.

We are keeping rates as low as possible, but we are also looking forward to delivering projects that will deliver much-needed upgrades to community facilities and improve the environmental sustainability of our community.

We are poised to deliver the following projects:

- A 14km pipeline extension to our existing 11.5km underground stormwater reuse scheme to distribute recycled water to Seacliff and Flinders.*
- Cove Sports netball and lower oval upgrade*
- Glandore Oval Precinct Plan and Redevelopment*
- Marino Hall Upgrade*
- Marion Golf Park clubhouse & carpark*
- New Marion Basketball Stadium*
- Warradale Park Tennis Club Upgrade*
- Coastal Walkway Upgrade*

(*All projects delivered with funding support from the State and/or Federal Governments)

Please tell us what you think – before 4 June 2023. If you wish to make a verbal submission, please let us know; we will be hearing from the community at our 23 May General Council Meeting. Council Members will consider your feedback at their 14 June General Council meeting.



Mayor Kris Hanna



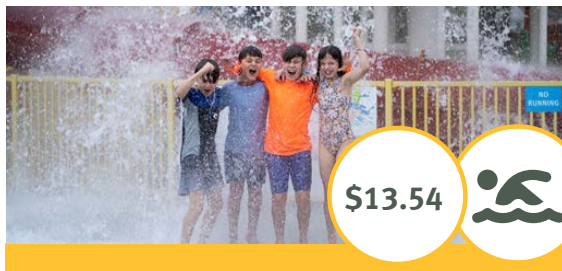
Your rates at a glance

Amounts spent per one hundred dollars (\$100)



Infrastructure Management

- Civil infrastructure maintenance
- Asset management
- Stormwater drainage network
- Traffic management



Community Facilities

- Marion Outdoor Pool
- Sporting facilities
- Property management
- Facilities hire (casual and long term)



Waste Collection and Management Services

- Kerbside waste collection and management
- Household waste, recyclables, green organics
- Hard rubbish collection and illegal dumping
- Management of waste through our materials recycling facility



Open Space, Parks and Gardens

- Reserve maintenance
- Playgrounds
- Public toilets
- Playground maintenance



Library Services

- Marion Cultural Centre Library
- Parkholme Library
- Cove Civic Centre Library
- Library programs/events



\$7.72



Urban Development, Inspection, Regulation and Control

- Parking control
- Development services
- Dog and cat control
- Food safety



\$5.57



Community Development and Capacity Building

- Youth services
- Neighbourhood centre operations and programs
- Community grant programs



\$4.86



Environmental Sustainability

- Street tree management
- Environmental regulation
- Native vegetation



\$4.48



Culture and Recreation

- Cultural heritage
- Community events



\$3.95



Health and Community Care

- Aged care services
- Community buses
- Emergency response



Overview

The Annual Business Plan for 2023-2024 presents our strategic projects, services, and programs for the upcoming financial year. Our commitment to delivering on the 4-Year Business Plan 2023-2027, as well as other initiatives aligned with the City of Marion Community Vision 'Towards 2040' and the goals outlined in the Strategic Plan 2019-2029, remains steadfast.

We provide value to our ratepayers through responsible financial management and decision-making. Ongoing savings will continue to be identified, and funding secured from the State and Federal Governments will be used to deliver new infrastructure. Our efficiency focus has allowed us to support our community with an 5.2% increase in the average rate for 2023-2024, well below current CPI levels.

In the coming year, we will continue to enhance the City of Marion through investment in the following initiatives:



Recycled stormwater pipeline

Council will commence work on a 14km pipeline extension to its stormwater harvesting scheme that will allow council to process at least 143 ML of recycled stormwater annually to water reserves and operate more efficiently. The project received a \$1.73m grant from the State Government.



Marino Hall upgrade

A rebuild of the ageing hall will commence, supporting a new vibrant centre that attracts a broad range of community groups. The new pavilion-style hall will include meeting spaces, a performance area, art gallery, and a studio. A café and expanded car park will also support the site as an accessible creative and community events hub. The State and Federal Governments have partnered with Council to support this project.



Cove Sports netball and lower oval upgrade

A newly constructed new netball facility and the reconfiguration of the sports playing field will provide a versatile, multi-sport site that caters to the growing needs of the community. The car park will be expanded and is expected to offer parking facilities for up to 188 cars. The State Government has partnered with Council to support this project.



Marion Golf Park

The golf club has provided preliminary designs for an upgraded modern clubroom and facilities. Council will work with the club to progress a detailed design that meets the broad needs of community users. The Federal Government has partnered with Council to support this project.



Warradale Park Tennis Club

The tennis club has shared designs for upgraded facilities, and the Council will collaborate with the club to develop a detailed design that meets community needs.

Construction will commence after the community has provided feedback on the plan. The State Government is partnering with the Council to support this project.



Coastal Walkway

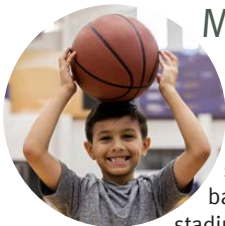
Work will continue along a 1.6km section of the Coastal Walkway trail at the Grey and Kurnabinna Gullies at Hallett Cove. The State Government has contributed \$2.44m toward the overall project to upgrade the walkway.



Glandore Oval Precinct Plan and redevelopment

The State Government pledged \$5m to upgrade Glandore Oval. Council will undertake initial

community consultation this year with key stakeholders to understand the needs of the precinct.



Marion Basketball Stadium

The current stadium no longer meets the current needs, standards, and expectations of the basketball community. A replacement stadium is proposed for the site and the

Federal Government has pledged \$6m towards the project. Planning will continue to design options and undertake community consultation.



Events

Council will support three major civic events for a celebration of community and culture. At a 'Touch-A-truck' festival, children can get up close and personal with a variety of vehicles from

emergency services to construction.

Our 'Marion Celebrates' multicultural festival will showcase the diverse backgrounds and traditions of our community through food, music, and dance. Council will support Southern Cultural Immersion to deliver a National Reconciliation Week event where the community can come together to acknowledge and celebrate the histories and culture of Aboriginal and Torres Strait Islander peoples.



Field River Dunes Management Plan

Council will develop a plan to manage the coastline and progressive erosion of the dune at the mouth of the Field River.

Due to the presence of a registered cultural site and the occasional presence of Hooded Plovers (a nationally protected bird species), there is a need to plan our response to the changing environment. The data from our coastal monitoring program along Hallett Cove beach will be used to provide clear options and costs for how council could respond.

Our purpose, vision and values

OUR PURPOSE (Why we exist) To improve our residents' quality of life; continuously, smartly and efficiently.	OUR VALUES With the community and safety at the forefront of everything we do, we value: Respect - Treating everyone as we want to be treated, where all contributions are valued Integrity - Fostering trust and honesty in all of our interactions	Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another Innovation - Encouraging new ideas, and learning from our experience to do things better
OUR COMMUNITY VISION (What we want to become) A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected.		



The six themes of our Community Vision represent the shared values and aspirations guiding how our city develops, towards 2040. These outcomes are important for this community now and into the future:

LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance people's lives, while minimising the impact on the climate, and protecting the natural environment.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.

Strategic management framework

This Annual Business Plan 2023-2024 is an integral part of Council's Strategic Management Framework that will enable strategic and operational plans, management systems and processes to work together to effectively deliver the Community Vision.





Significant influences

The following external issues and opportunities have influenced the development of Council's budget for 2023-2024:



Cost of living pressures

Council has continued to keep rate increases well below the cost of inflation. The current cost of living pressures has a broad impact on a range of community groups including residents and businesses. Financial stress in the community can impact overall well-being. Council continues to maintain the same service levels as in prior years and anticipates increased visitation at community centres, libraries, and business hubs.



Partnership funding

It may be noted within the Annual Business Plan that there are several new community projects taking place. Council received significant funds in partnership funding through the State and Federal elections to support new community initiatives, mainly upgrades to facilities identified in council's Asset Management Plans. These investments in community infrastructure are critical to ensure that the city remains a place that meets the needs of the community now and into the future.



Climate

Improving energy efficiency on council's buildings, use of renewable energies, reducing carbon emissions, planting thousands of trees annually, finding innovative ways to manage waste, water, assets, and establishing strong partnerships to plan and deliver climate change actions across the city are how council demonstrates its commitment to climate change.

The Bureau of Meteorology has declared there is a moderate likelihood of Australia entering the El Nino climate pattern that can bring warmer than average temperatures and reduced rainfall. Council will expand its recycled stormwater irrigation network this year by an extra 14km through the city to enable a total of 52 council-owned reserves and sites to be watered efficiently and will monitor the frequency of watering through any extended dry spells.



Regional-level Planning (State Government led planning)

The State Government is reviewing changes to South Australia's planning laws. As part of the review, Council has an opportunity to engage in the proposed planning laws. Council is required under the Act to ensure that its Strategic Plan reflects broader regional-level plans and is updated within two years of council elections. The Strategic Plan review will consider how the council can balance population growth whilst maintaining a "Liveable" city.

Framework of the Annual Business Plan

The Annual Business Plan 2023-2024 has been prepared on the basis of a framework that aims to inform the community and hold the City of Marion accountable to its stakeholders. The key items in this framework are as follows:

Support the achievement of the City Of Marion’s strategic directions.

This Annual Business Plan has been reviewed against the Community Vision – Towards 2040 to ensure that Council’s activities over the next 12 months make the best possible progress towards achieving the Community Vision for the future City of Marion.



Address issues arising and opportunities identified from internal audit reviews, and business excellence assessments.

Every year the Council undertakes a number of internal audits. These reviews and assessments have identified a number of key opportunities or requirements for the Council to improve its operations. This document includes the necessary resources to continue Council’s independent review process and implement recommendations accordingly.



Maintain, on average, a break-even or positive funding (cash) position over the long term financial plan.

With a primary focus on cash flow and ensuring the Council’s asset renewal and upgrades are fully funded, this target is currently being met. To ensure ongoing financial sustainability, the Council monitors and reviews all its financial indicators together.



Continue to improve the maintenance of assets in accordance with Council’s Asset Management Plans, with a priority on maintenance before renewal, and renewal before new when it is cost effective to do so.

The Annual Business Plan has been prepared taking into consideration individual Asset Management Plan requirements and outcomes of recent infrastructure audits. The City of Marion has a target of 90-110% for the Annual Asset Renewal Ratio.





Review existing services and assets to ensure they meet prioritised community needs.

The Council continues its rolling process of service reviews, aimed at maximising community value through continuously improving its operating efficiency and service performance to the community. This Annual Business Plan has been prepared based on continuing existing services, noting that a rolling program of review is being implemented.

Collaboration with other councils will continue to assist capacity building for shared strategic opportunities, innovation and cost efficiencies and enables the ability to align processes and reduce duplication.



Council only approve new major projects where it has the identified funding capacity to do so.

Council debt is forecast to increase to \$19.368m by 30 June 2024, and peak at \$55.329m in 2031-2032. With consideration given to key financial indicators, Council has continued to retain the funding capacity to consider additional strategic Major Projects and is currently investigating partnerships to aid the development of several initiatives.

These additional forecast borrowings after 2023-2024 relate to Council's contribution towards new initiatives in the Capital Works Program. Any changes to the timing and scope of the capital projects may impact the funding required, and in turn the total requirement for borrowings currently factored into the Annual Business Plan 2023-2024.



Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils.

Comparative 2022-2023 data shows that Council's average residential rate continues to remain among the lower rating metropolitan councils, with its current position ranking being the 5th lowest of 18 metropolitan councils.



Continuing and improving service delivery

All councils have responsibilities under the *Local Government Act 1999* and other relevant legislation to deliver services for the community. Council is committed to maintaining all services including, but not limited to:

ONGOING SERVICES

Land use and development planning	Arts and cultural promotion and support
Development and building assessments	Library services
Facilitation of urban developments	Sports and recreation promotion and support
Local Government searches	Community capacity building and development
Business support services	Inspection, regulation and control
Environmental planning and leadership	Emergency planning and response
Biodiversity management	Community care
Waste services	Immunisation services
Water management	Public health planning
Infrastructure management	Urban activation and renewal
Community facilities management	Customer Experience
Reserves, parks and gardens management	Increased levels of tree planting annually
Community Transport	

ENABLING SERVICES

Strategic management	Communications, marketing, and engagement
Organisational excellence and innovation	Human resources and workforce planning
Strategic asset management	ICT and knowledge management
Financial management	Operational support
Governance support	Strategic Procurement



Project priorities

In 2023-2024 the Council plans to commence or continue working on the following strategic initiatives, as outlined in our 4 Year 2023-2027 Business Plan, or through Council resolutions:

Continuing initiatives

CONTINUING INITIATIVES FROM PRIOR YEARS	KEY STRATEGIC THEME
Cove Sports Netball and lower oval upgrade*	Liveable
Complete the Marino Hall Upgrade*	Liveable
Commence the Marion Golf Park clubhouse and carpark upgrades*	Liveable
Continue the Warradale Park Tennis Club Upgrade	Liveable
Continue work on the Coastal Walkway Upgrades	Liveable
Complete the upgrade to the Boat Shed Café at Hallett Cove	Liveable
Modernise the facade and interior of the Park Holme library	Liveable
Deliver Council's Reconciliation Action Plan	Liveable
Investigate, consult, and progress Planning and Design Code Amendments to ensure we're creating a Liveable city	Liveable
Deliver Streetscape upgrades in targeted areas	Liveable
Deliver the Resilient South Asset Management Climate Risk Project	Valuing Nature
Review and implement the Urban Tree Asset Management Plan, including planting of 4,300 trees annually	Valuing Nature
Deliver Stormwater Management Planning and identify new opportunities for water sensitive urban design	Valuing Nature
Deliver the Carbon Neutral Plan	Valuing Nature
Deliver an annual program of environmental engagement activities, events, and programs	Valuing Nature
Deliver the Resilient South Climate Action Plan	Valuing Nature
Continue to implement the Coastal Monitoring Program*	Valuing Nature
Deliver the 'Marion Celebrates' multi-cultural festival, and review future opportunities	Engaged
Deliver the 'Sports in Reserves Program' providing free sports activities for young people age 5 to 18 years	Engaged
Work with external partners to deliver the 'Move it!' Program to support fitness activities in reserves	Engaged
Support the Youth and Community Grants Program	Engaged
Continue focus groups with Marion 100	Engaged
Deliver Community events including; Australia Day events, citizenship ceremonies, opening events and civic events	Engaged
Consider options for transitioning the Council's passenger vehicles to electric vehicles pending outcomes of the June 2023 General Council meeting	Innovative
Continue to advocate new waste management innovations at the Southern Region Waste Resource Authority (a regional subsidiary co-owned by City of Marion)	Innovative
Deliver the Flinders Bikeway project, pending outcomes of the 23 May 2023 General Council meeting	Connected
Upgrade the Marion Cultural Centre Plaza	Connected
Deliver the annual capital works program (stormwater, road reseal, kerbs, kerb ramps, open space works, property/building, footpath, streetscape upgrades, traffic upgrades, other infrastructure)	Connected
Provide the community bus to support residents to remain connected	Connected
Review Planning and Design Code Zone boundaries to support and attract more diversity for business and industry	Prosperous
Deliver an annual program of business events and engagement	Prosperous
Partner to deliver the 'Southern Business Mentoring Program' and Business hubs programs	Prosperous
Expand the recycled water distribution network	Council of Excellence
Continue to support the Gap Year Program	Council of Excellence

*State/Federal partnership funding

New projects commencing in 2023-2024

2023-2024 NEW INITIATIVES	KEY STRATEGIC THEME
Commence planning for the Glandore Oval Precinct Plan and Redevelopment*	Liveable
Continue consultation and planning for the Marion Basketball Stadium development*	Liveable
Consult with the community to develop a new playground at Park Holme and Plympton	Liveable
Modernise the facade and interior of the Park Holme library	Liveable
Develop and implement a Visitor Growth Strategy	Liveable
Investigate a Public Art Strategy	Liveable
Deliver and implement the Sports and Recreation Plan	Liveable
Investigate opportunities for a Sturt River biodiversity corridor	Valuing Nature
Review and deliver the Biodiversity Plan	Valuing Nature
Deliver the Touch a Truck event (major civic event)	Engaged
Support the National Reconciliation week event at the Living Kurna Cultural Centre (delivered by Southern Cultural Immersion)	Engaged
Replace the lighting and switchboard at the Marion Cultural Centre theatre	Engaged
Conduct a feasibility study into free community access to period products in council facilities	Engaged
Explore opportunities for third party providers to install additional electric vehicle charging stations within the city	Innovative
Partner with external providers to investigate options for a community battery within the council area	Innovative
Implement the Walking and Cycling Guidelines	Connected
Deliver the Business, Growth and Engagement Plan	Prosperous
Collaborate with the State Government to explore the possibility of vacant buildings on the Glenthorne site being used by businesses which would serve the visitors to the site and attract additional visitation	Prosperous
Identify opportunities for business to access sustainability, climate change and circular economy grants	Prosperous
Commence the staged upgrade of the City of Marion Administration Centre building	Council of Excellence
Implement the Project Management Office	Council of Excellence
Implement Council's Information Services Plan to improve technology solutions across council	Council of Excellence
Undertake community engagement to update Council's Strategic Plan	Council of Excellence
Create a Climate Change Risk Register	Council of Excellence
Commence a lean thinking program to create administrative efficiencies	Council of Excellence

Asset Management

The City of Marion’s Asset Management vision is:

‘To maintain the City of Marion’s assets to agreed levels of service which maximise community value throughout an asset’s life.’

A significant portion of Council’s annual spend is devoted to the operation, maintenance and renewal of public assets which deliver safe and sustainable services to the community. Council will continue to optimise our spending on these through better asset management to deliver current service levels in the most affordable and efficient way.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts.

Our assets enable the provision of services to the community and businesses for current and future generations. Assets play a vital role in the local economy and on residents’ quality of life.

We own and manage over \$1 billion in assets



Artworks, Culture and Heritage



Buildings and Structures



Coastal Walkway



Fleet, Plant and Equipment



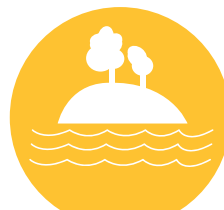
Open Space



Stormwater



Transport



Water Treatment and Resources

Measuring our successs

Monitoring performance is a critical element of strategic management. It is the mechanism for critically ensuring that the Council is contributing to the achievement of its objectives in both the Strategic Plan and the 4-Year Business Plan 2023-2027. Our Key Performance Indicator (KPI) dashboard for 2023-2024 (provided in the table below) takes account of these objectives.

KEY PERFORMANCE INDICATOR	CORE TARGET	STRETCH TARGET
Financial Sustainability	Council maintains, on average, a break-even or better funding (cash) position over the Long Term Financial Plan	Council maintains a break-even or postitive cash funding position in delivering its annual budget
Delivery of agreed projects identified in the Annual Business Plan and the first-year targets in the 4 year Plan	Greater than or equal to 95%	No stretch target
Total employee costs (including agency staff)	Less than or equal to 4.5% increase in actual employee costs (including agency staff) against prior year's actual costs-adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 4% increase in actual employee costs (including agency staff) against prior year's actual costs -adjusted for Council endorsed changes to meet resourcing requirements
Overall satisfaction with Council's performance (measured annually)	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above
Asset Renewal Funding ratio (A measure to assess that we are renewing or replacing non-financial assets in accordance with our future Asset Management renewal requirements)	Asset Renewal Funding Ratio between 90 and 110%	Asset Renewal Funding Ratio greater than or equal to 100%
Delivery of Council's capital works program	Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)
Staff engagement	Achievement of an overall employee pulse survey result of 75%, with at least 50% employee participation per SLT department	Achievement of an overall employee pulse survey result of 80%, with at least 50% employee participation per SLT department
Community engagement/communications Project specific communications to the public should be timely and accurate	100%	N/A
Carbon Neutrality- carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021-2022 onwards)	Actual annual emissions less than the plan's annual target emissions (reported every 6 months)	Actual annual emissions 5% less than the plan's annual target emissions

Funding the Annual Business Plan

Your rates in 2023-2024

The Annual Business Plan is based on a 5.2% increase in the average rate for the coming year. In setting rates for 2023-2024, Council has forecast the revenue required to meet the costs of delivering the services and projects that will be provided to the community in 2023-2024.

Rates account for 83% of Council’s operating revenue with other sources including fees, charges and grants. These revenues contribute to the necessary funding for planned operating and capital renewal programs in 2023-2024.

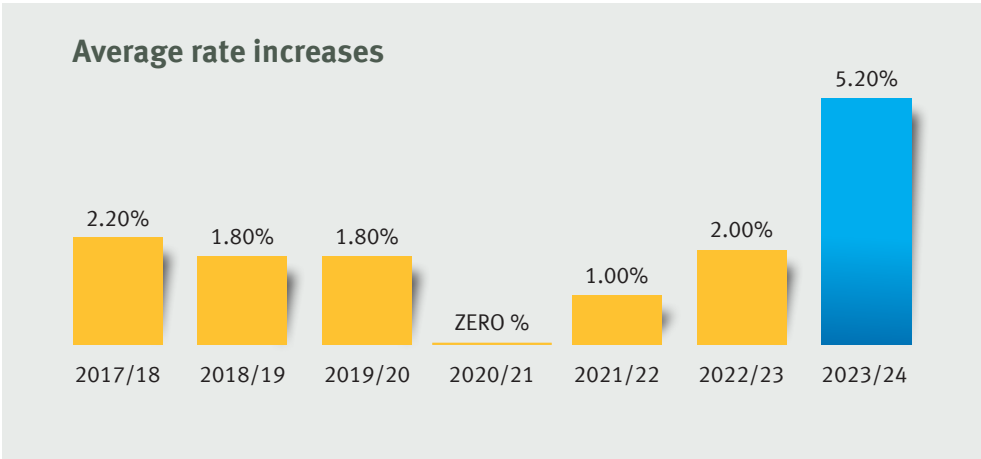
While the average rate increase is 5.2%, it is to be noted that actual rates payable by a rate payer will vary according to individual property valuations, the attributed land use, and whether there has been any new development or capital improvement on the land.

Council is aware of the impact rate increases have on the community. We are continually looking for opportunities that allow this cost to be minimised, support our community during uncertain times, and maintain the fiscal responsibility required of Council.

With changing community needs and other external influences impacting on the community, there is a need for Council to consider how to plan more effectively, both for

the longer term and for an immediate community benefit. The rate increase is set at a level that provides confidence that services will be maintained and that a sufficient Capital Expenditure Program is planned to maintain Council’s assets.

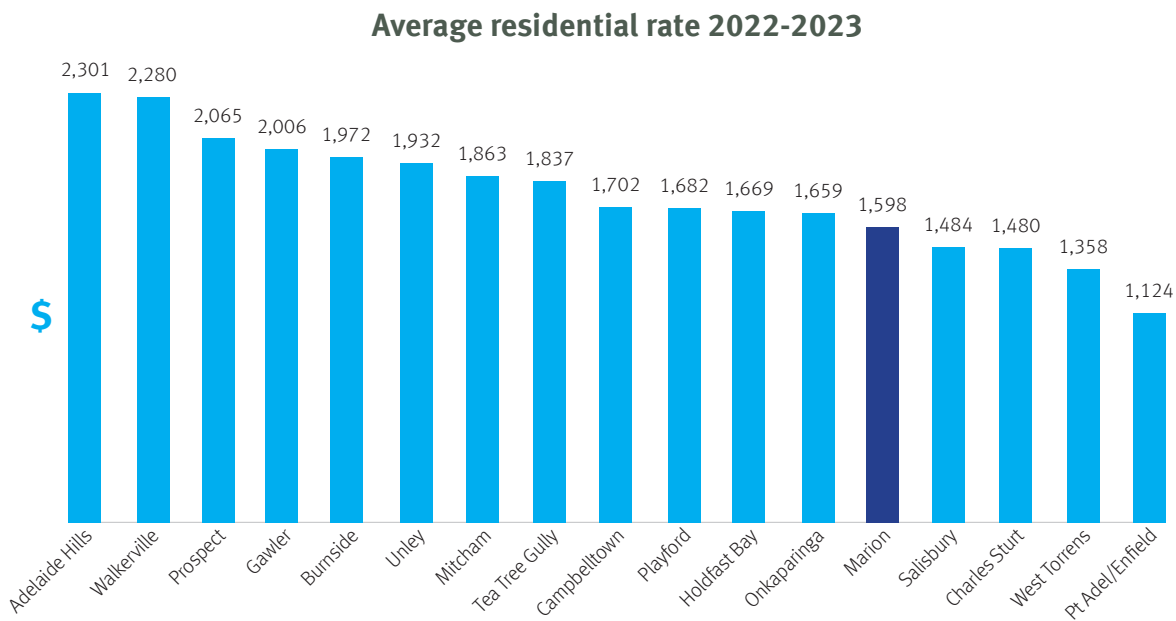
The outcomes of the community consultation, as well as a balance between achieving the strategic directions, maintaining services and assets, ensuring financial and environmental sustainability, supporting intergenerational equity and making provision for those in the community who are experiencing hardship, have been considered in setting the rate increase for the Annual Business Plan 2023-2024.





Comparative rating data

With a 5.2% increase, the City of Marion’s average residential rate is in line with Council’s Annual Business Plan framework and set to remain among the lower rating metropolitan councils. In 2022-2023 Council had the 5th lowest average metropolitan residential rate.



Differential rating

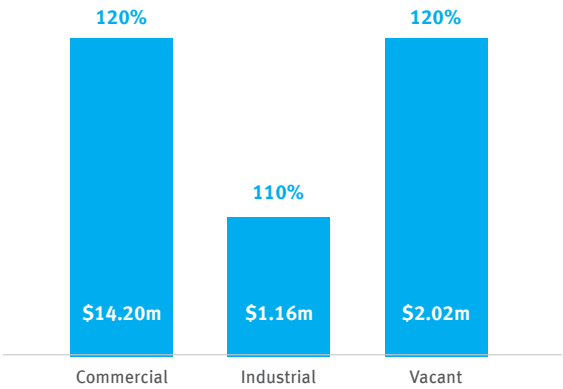
Council currently derives 17% (2022-2023: 17%) of its rate revenue from the Commercial (16%) and Industrial (1%) sectors. Commercial and Industrial users consume a greater proportion of Council resources than residential properties, particularly in regard to the use of roads, footpaths, traffic, parking, storm water drainage, public health and environment.

Council uses a differential rating system to raise revenue based on its Land Use to ensure a fair and equitable distribution of rates within the City of Marion.

The differential rate is charged in addition to the normal rate. In applying this approach, Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories.

Differential rates to apply to land use are as follows:

Differential rating



The average increase in rates for 2023-2024 by land use category is outlined below:

Land use category	2023-2024 increase
Residential	\$78
Vacant Land	\$158
Industrial	\$846
Commercial	\$720

Council is forecasting to raise \$86.924m in general rates revenue of which \$14.20m is derived from commercial properties, \$1.16m from industrial properties and \$2.02m from properties in the vacant land use category.





Budgeted income statement

An operating surplus of \$0.730m before capital revenues is forecast for 2023-2024. The operating surplus is required to support the renewal of existing infrastructure in accordance with Council's Asset Management Plans and to support construction of new assets to deliver services.

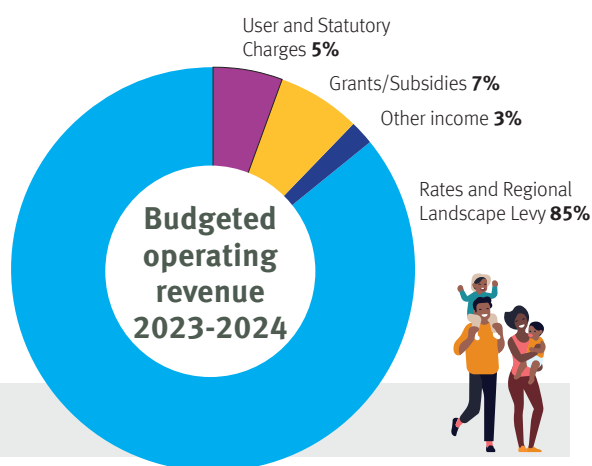
BUDGETED INCOME STATEMENT	2ND REVIEW 2022-23 \$'000	BUDGET 2023-24 \$'000	VARIANCE \$'000
Operating Revenue			
Rates - General	82,057	86,924	4,867
Rates - Regional Landscape Levy *	2,157	2,514	357
Statutory Charges	2,527	2,551	24
User Charges	3,081	3,325	244
Grants/Subsidies	7,465	6,935	(530)
Investment Income	860	425	(435)
Reimbursements	1,087	1,081	(6)
Other Revenue	811	701	(110)
Share of Profit/(Loss) Regional Subsidiaries	365	365	-
Total Operating Revenue	100,410	104,821	4,411
Operating Expenditure			
Employee Costs	41,825	44,064	2,239
Contractor Services	32,449	27,105	(5,344)
Materials	5,989	6,993	1,004
Finance Charges	202	159	(43)
Depreciation	17,478	18,100	622
Other Expenses	8,318	7,670	(648)
Total Operating Expenditure	106,261	104,091	(2,170)
Operating Surplus/(Deficit) before Capital Revenues	(5,851)	730	6,581
Capital Grants and Contributions	16,315	10,119	(6,196)
Asset Disposal and Fair Value adjustments	-	-	-
Physical resources received free of charge	-	-	-
Net Surplus/(Deficit)	10,464	10,849	385

* Note: The Regional Landscape Levy is collected by Council on behalf of the Green Adelaide Board.



Operating revenue

The main source of income for Council is rate revenue; making up just over 83% (85% including Regional Landscape Levy) of total revenue in 2023-2024, with other sources being government regulated fees for statutory services, diminishing levels of untied federal grant monies, as well as other grants from the State and Federal government.



General rates

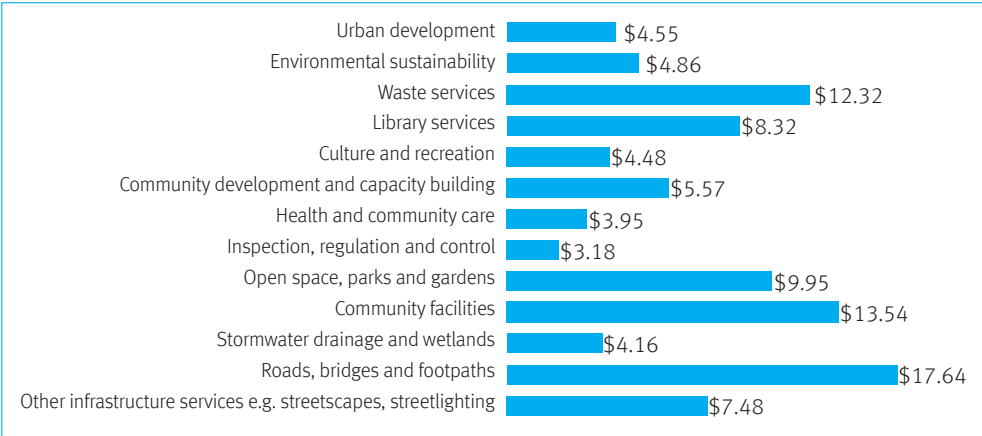
Council's revenue in 2023-2024 includes \$86.924m (\$82.057m, 2022-2023) to be raised in general rates. The budget has been developed on the basis of a 5.2% average rate increase (excluding new developments and capital improvements). In setting rates for 2023-2024, Council has forecast the revenue required to meet the costs of delivering the services and projects to be provided to the community in 2023-2024.

Growth from new property development is forecast at 1% for 2023-2024. This predominantly is the result of new housing in Marion, as reported by the Valuer General. The revenue created by this growth will cover the increased costs of servicing a growing community, which includes the requirement to maintain and provide for the replacement of infrastructure such as stormwater drainage and transport networks.

User Charges set by Council – Relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include charges for the use of Council's community facilities, swimming pool admission and the like. Statutory Charges set by State Government – Relate mainly to fees and fines levied in accordance with legislation and include development application fees, health act registrations and parking fines.

Grants and Subsidies – Grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers and for the funding of the capital works program. Operating grants are forecast to reduce to \$6.935m in 2023-2024, down on 2022-2023 by \$0.53m.

Operating expenditure



Council's operating expenses are forecast to decrease to \$104.091m in 2023-2024. The left graph shows a breakdown of operating expenditure across Council services for every \$100 spent:

Employee costs

Employees are responsible for the provision of Council's key services, including the ongoing maintenance of open space areas, libraries, neighbourhood centres, the Marion Outdoor Pool, urban development, health and community care. Employees are either directly employed by Council, or indirectly through an employment agency (i.e. agency staff) where temporary workforce requirements have arisen through seasonal demand or short-term vacancies of existing positions.

Employee costs are forecast to increase by \$2.2m primarily because of increases stemming from existing Enterprise Agreements provisions, increases to the Superannuation Guarantee Contribution, additional staffing resources for Council endorsed initiatives.

A reduction of \$1.0m has been incorporated into the budget to allow for positions that may be temporarily vacant during the year.

Contractor services

Contractor services relate mainly to the provision of Council services by external providers. Council uses contractors to assist in the provision of major services such as waste collection, and also where specialist services or advice is required, where it is not warranted for Council to have permanent in-house resources. A decrease of \$5.344m is forecast in the 2023-2024 budget which relates to expenditure in 2022-2023 capital projects subsequently classified as operating in nature including Open Space and Streetscape projects. Additionally one off expenditure relating to council elections and the Digital Transformation Program was experienced in 2022-2023.

Materials

Council's Materials budget includes utilities, products utilised in the delivery of community services and maintenance of Council's infrastructure, open space, and other assets, as well as fuel for the fleet of vehicles used to deliver services. An increase of \$1.004m in materials is forecast in the 2023-2024 budget relating primarily to CPI increases in utilities along with CPI increases generally across a broad range of material classes.

Other expenses

Other Expenses have decreased by \$0.648m in 2023-2024 resulting from one off contributions towards the Destination Play Space and other projects in 2022-2023.



Capital revenue

Capital grants and contributions

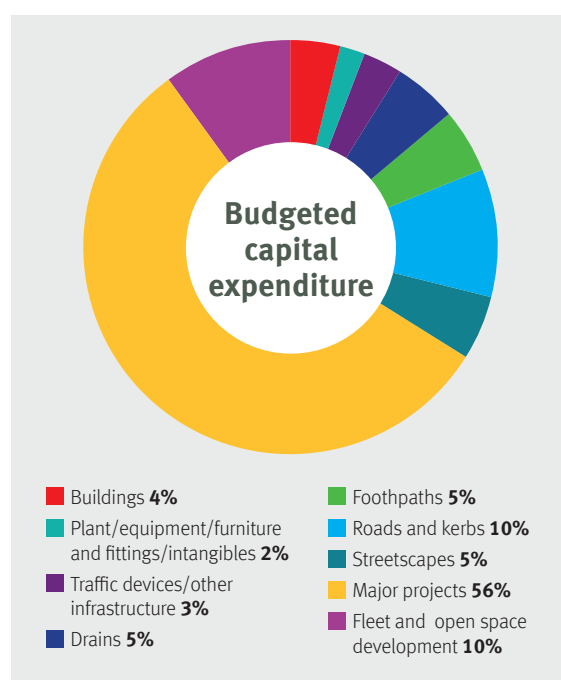
Council has incorporated \$10.119m in capital grants and contributions towards new capital works planned in 2023-2024. Funding includes Federal and State Government grant funding contributions towards Council's prioritised new initiatives/projects.

Budgeted capital expenditure

CAPITAL EXPENDITURE	2ND REVIEW 2022-23 \$'000	BUDGET 2023-24 \$'000
Land	-	-
Buildings and Major Projects	16,018	30,067
Infrastructure:		
Roads & Kerbs	4,010	4,804
Drains	2,802	2,700
Footpaths	2,163	2,748
Traffic Control Devices	940	349
Other Infrastructure	410	635
Plant and Equipment	2,310	999
Furniture and Fittings	370	221
Streetscapes	1,732	2,700
Other	4,916	5,483
Total Capital Expenditure	35,671	50,706
Represented By:		
Capital Expenditure		
Assets - Renewal	13,980	19,319
Assets - New	21,691	31,387
	35,671	50,706

Funding for key capital projects in the 2023-2024 budget includes forecast funding towards:

Marino Hall Upgrade
Extension to the Recycled Stormwater Pipeline
Cove Sports Netball and Lower Oval Upgrade
Warradale Park Tennis Club
Continuation of Coastal Walkway
Marino Golf Park Clubhouse Redevelopment



The 2023-2024 Budgeted Statement of Capital Expenditure forecasts total capital expenditure of \$50.706m including \$19.319m renewal and \$31.387m new and upgrade.

The right hand chart summarises Council's planned Capital Works Program for 2023-2024:

Financing the budget

Financing the budget refers to the use of borrowings or available cash balances to meet any shortfall between expenditure (both operating and capital) and revenue.

The table below identifies the Council's net funding result. Council's budget for 2023-2024 is expected to result in a net decrease in funding of \$22.122m.

NET LENDING/(BORROWING)	2ND REVIEW 2022-23 \$'000	BUDGET 2023-24 \$'000
Operating Surplus/Deficit before Capital Amounts	(5,851)	730
less: Net Outlay on Existing Assets		
Capital expenditure on asset renewal/replacement	13,980	19,319
less Depreciation/Ammortisation	(17,478)	(18,100)
	(3,498)	1,219
less: Net Outlay on New/Upgrade Assets		
Capital expenditure on New & Upgrade Assets	21,691	31,387
less Capital Grants	(16,315)	(10,119)
	5,376	21,268
Adjustments		
(Gain)/loss on disposal of assets	-	-
Share of Equity - Regional Subsidiaries	(365)	(365)
	(365)	(365)
Net funding increase/(decrease)	(8,094)	(22,122)

FINANCING TRANSACTIONS	2ND REVIEW 2022-23 \$'000	BUDGET 2023-24 \$'000
New Borrowings	1,400	17,600
less: Repayment of Principal on Borrowings	(876)	(929)
less: Increase/(Decrease) in Cash & Investments		
- Transfers from/(to) Reserves	7,596	5,497
- Cash Drawdowns/(Investment)	(26)	(45)
Equals: Financing Transactions	8,094	22,122

Financing transactions associated with accommodating the expected net lending result in 2023-2024 are found in the above table. Council's Long Term Financial Plan includes an allowance for borrowings of up to \$17.6m to manage the funding requirements of Council's Capital Works Program.

Council's borrowings are projected to peak at \$55.329m in 2031-2032 with its Debt Servicing Ratio peaking at 8.0% in 2032-2033 against a maximum target of 10.0% and its Net Financial Liabilities ratio remaining well within the targeted range of 0 - 50%.

Financial ratios

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. Where a Council target has not been adopted, the recommended Local Government Association (LGA) target has been used. The table below details these financial indicators and whether or not the prescribed target has been achieved over the three years up to the end of 2023-2024.

Key financial ratios are forecast to be within their targeted ranges for the 2023-2024 year.

Operating Surplus - this ratio expresses the operating surplus as a percentage of total operating revenue.

The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing assets at the rate of consumption. Council's long term target of 100% ensures that Council aims to invest adequately in maintaining its asset base.

The Asset Consumption Ratio measures the written down value of the non-current assets of the Council as a percentage of their replacement cost. This ratio remains relatively constant with the level of asset renewal expenditure forecast in 2023-2024.

The Net Financial Liabilities Ratio indicates the extent to which the net financial liabilities of the Council can be met by the Council's total operating revenue. With the consumption of cash on significant capital works and major projects completed in 2022-2023 and additional projects in 2023-2024 along with loan funding forecast to be utilised up to \$17.6m in 2023-2024, the Net Financial Liabilities Ratio is projected to remain within Council's target range in 2023-2024.

The Debt Servicing Ratio measures the total annual loan principal and interest repayments as a percentage of total income for the year. This ratio identifies Council's ability to service its debt obligations from operating revenues. The ratio is anticipated to increase slightly with the new loan repayments after 2023-2024 but remains in the lower end of the targeted bandwidth for this ratio.

RATIO	COUNCIL TARGET	2023-24 BUDGET	3 YEAR AVERAGE
Operating Surplus	0% - 10%	0.70%	-0.62%
Asset Renewal Funding Ratio	90% - 110%	100%	87.67%
Asset Consumption	80% - 100%	78.59%	79.48%
Net Financial Liabilities	0% - 50%	23.55%	-10.62%
Debt Servicing	0% - 10%	1.04%	1.15%

Appendix 1 - Capital works list

OPEN SPACE AND RECREATION WORKS PROGRAM 2023-2024

LOCATION	SUBURB	WARD	DESCRIPTION
Playground, Reserves & Irrigation Program			
Capella Dog Friendly Park	Hallett Cove	Coastal	upgrade to park
Aldridge Avenue Reserve	Plympton Park	Mullawirra	playground and reserve upgrade
Mema Court Reserve	Hallett Cove	Southern Hills	playground and reserve upgrade
Doulton Drive Reserve	Trott Park	Southern Hills	reserve seating
Hessing Crescent Reserve	Trott Park	Southern Hills	playground and reserve upgrade
Klippel Avenue Reserve	Trott Park	Southern Hills	construct a local trail with artwork
Reserve Street Reserve	Trott Park	Southern Hills	construct a local trail with artwork
Scarvel Avenue Reserve	Trott Park	Southern Hills	construct a local trail with artwork
Tyson Avenue Reserve	Trott Park	Southern Hills	construct a local trail with artwork
Hamilton Park Reserve	Warradale	Warracowie	playground and reserve upgrade
Alawoona Avenue Reserve	Mitchell Park	Warriparinga	playground and reserve upgrade
Hawksbury Avenue Reserve	Sturt	Warriparinga	playground and reserve upgrade
Rosefield Lane Reserve	Sturt	Warriparinga	upgrade to path and natural landscaping
Cohen Court Reserve	Tonsley	Warriparinga	playground and reserve upgrade
Minor Open Space Enhancements & Reserve Lighting	Various	Various	
Public Toilets			
Hessing Reserve	Trott Park	Southern Hills	
Cohen Court Reserve	Tonsley	Warriparinga	

PROPERTY/BUILDING WORKS PROGRAM 2023-2024

LOCATION	SUBURB	WARD	DESCRIPTION
Boat Shed Café	Hallett Cove	Coastal	upgrades to building
Marion Outdoor Pool	Park Holme	Mullawirra	upgrade to chlorine dosing system
Park Holme Library	Park Holme	Mullawirra	improvements to library fit out
Marion Cultural Centre	Oaklands Park	Warracowie	upgrade theatre lighting and desk panel
Administration Building	Sturt	Warriparinga	internal upgrades
Marion RSL	Marion	Warriparinga	replace fencing
Mitchell Park Sports & Community Centre	Mitchell Park	Warriparinga	upgrades to furniture & fittings
Various	Various	Various	upgrade building security systems
Various	Various	Various	Heritage Interpretive Signage

**Please note Capital Works Programs are subject to change.*

ROAD RESEAL PROGRAM 2023-2024

Road Name	Suburb	Ward	From	To
Ariel Street	Hallett Cove	Coastal	Gretel Crescent	Thistle Street
Central Avenue	Hallett Cove	Coastal	Second Street	Clifftop Crescent
Cormorant Drive	Hallett Cove	Coastal	Cormorant Drive	St Vincents Avenue
Narida Street	Hallett Cove	Coastal	Thermopylae Crescent	Sandison Road
Neeangarra Crescent	Hallett Cove	Coastal	Kurrambi Crescent	Chalani Crescent
Reliance Road	Hallett Cove	Coastal	Galatea Street	Rainbow Street
Sandison Road	Hallett Cove	Coastal	The Cove Road	Ginko Street
Taeping Street	Hallett Cove	Coastal	The Cove Road	Gretel Crescent
Yarromie Street	Hallett Cove	Coastal	Kurrambi Crescent	Lerunna Avenue
Allan Street	Marino	Coastal	The Cove Road	Marine Parade
Angas Crescent	Marino	Coastal	Dring Crescent	Keith Crescent
Bundarra Road	Marino	Coastal	Dead End	Caralue Road
Rockford Place	Marino	Coastal	Robertson Place	Shaftesbury Terrace
Trumara Road	Marino	Coastal	Newland Avenue	Barula Road
Rellum Street	Glengowrie	Mullawirra	Diagonal Road	Alfred Street
Nilpena Avenue	Morphettville	Mullawirra	Cowra Crescent	Rotorua Avenue
Burton Avenue	Park Holme	Mullawirra	Wray Street	Davidson Avenue
Davidson Avenue	Park Holme	Mullawirra	Duncan Avenue	Burton Avenue
Nunyah Avenue	Park Holme	Mullawirra	Barham Avenue	Appleby Road
Western Avenue	Park Holme	Mullawirra	Copley Street	Duncan Avenue
Acacia Street	Plympton Park	Mullawirra	Browning Avenue	South Terrace
Park Terrace	Plympton Park	Mullawirra	Bray Street	South Terrace
Oval Road	Hallett Cove	Southern Hills	Cove Sports Car Park Entrance	Brooklyn Drive
Hill Street	Seacliff Park	Southern Hills	West Street	End
Cadell Street	Seaview Downs	Southern Hills	Yeelanna Avenue	Warunda Avenue
Cleve Street	Seaview Downs	Southern Hills	Morgan Avenue	Gawler Street
Gawler Street	Seaview Downs	Southern Hills	Wilson Avenue	Wangary Terrace South
Hume Street	Seaview Downs	Southern Hills	Seacombe Road	Hume Street
Ross Street	Seaview Downs	Southern Hills	Gooroonga Street	Basten Avenue
Adams Road	Sheidow Park	Southern Hills	Tyson Avenue	Dickerson Crescent
Balee Avenue	Sheidow Park	Southern Hills	Adams Road	Nari Drive
Blanche Court	Sheidow Park	Southern Hills	Captain Place	End
Rua Road	Sheidow Park	Southern Hills	Nari Drive	Balee Avenue
Southbank Boulevard	Sheidow Park	Southern Hills	Berrima Road	Worthing Drive
Klippel Avenue	Trott Park	Southern Hills	Scarvel Avenue	Cul-De-Sac
Whiteley Drive	Trott Park	Southern Hills	Adams Road East	Kahan Court
Neath Avenue	Dover Gardens	Warracowie	Yarmouth Street	Clacton Road
Vinall Street Loop	Dover Gardens	Warracowie	Vinall Street South	Vinall Street North
Coolah Terrace	Marion	Warracowie	Beauford Avenue	The Parade
Bombay Street	Oaklands Park	Warracowie	Lucknow Street	Murray Terrace
Crew Street	Oaklands Park	Warracowie	Diagonal Way	Albany Crescent
Parsons Street	Oaklands Park	Warracowie	Crozier Terrace	Kenton Avenue
Rajah Street	Oaklands Park	Warracowie	Doreen Street	Lucknow Street
Pitt Street	Seacombe Gardens	Warracowie	Kent Avenue	Kurrajong Place
Wilga Street	Seacombe Gardens	Warracowie	Harbrow Grove	Russell Avenue
Cedar Avenue	Warradale	Warracowie	Diagonal Road	Sienna Avenue

*Please note Capital Works Programs are subject to change.

Road Name	Suburb	Ward	From	To
Ewell Avenue	Warradale	Warracowie	Diagonal Road	Sienna Street
Lascelles Avenue	Warradale	Warracowie	Morphett Road	Straun Avenue
Soho Street	Warradale	Warracowie	Keynes Avenue	Cedar Avenue
Hugh Cairns Avenue	Bedford Park	Warriparinga	Laffer Drive	End
Wallace Court	Bedford Park	Warriparinga	Bradley Grove	End
Sparrow Hawk Lane	Darlington	Warriparinga	Eagle Rise	End
Pankina Grove	Marion	Warriparinga	Larkdale Avenue	Cul-De-Sac
Pitcairn Avenue	Marion	Warriparinga	Jasmine Avenue	Cul-De-Sac
Rathlin Avenue	Marion	Warriparinga	Alison Avenue	Avalon Road
Tweed Avenue	Marion	Warriparinga	Lynne Court	End
Bradley Grove	Mitchell Park	Warriparinga	Kirra Avenue	Quick Road
Byard Terrace	Mitchell Park	Warriparinga	Shepley Street	Lodge Street
Kirra Access	Mitchell Park	Warriparinga	Bradley Grove	Kirra Avenue
Quick Service	Mitchell Park	Warriparinga	Quick Road West	Quick Road East
Ranford Crescent	Mitchell Park	Warriparinga	Egan Crescent	Moreland Avenue
Thirza Avenue	Mitchell Park	Warriparinga	Marion Road	Nellie Avenue
Timothy Court	Mitchell Park	Warriparinga	Bradley Grove	Timothy Court End
Trowbridge Avenue	Mitchell Park	Warriparinga	Burnley Grove	Lanark Avenue
Frederick Avenue	Seacombe Heights	Warriparinga	Galway Avenue	Truscott Avenue
Grand View Drive	Seacombe Heights	Warriparinga	Morphett Road	Frederick Avenue
Karoona Crescent	Seacombe Heights	Warriparinga	Bede Street	Arkaba Street
Myer Road	Sturt	Warriparinga	Tay Road	Grandview Grove
Rosefield Lane	Sturt	Warriparinga	Parkmore Avenue North	Parkmore Avenue South
Oak Avenue	Tonsley	Warriparinga	Birch Street	Mimosa Terrace
Adelaide Terrace	Edwardstown	Woodlands	Charles Street	West Street
Almond Grove	Edwardstown	Woodlands	Clark Avenue	Almond Grove
Railway Terrace	Edwardstown	Woodlands	Cross Road	Castle Street
Moldavia Street	Glandore	Woodlands	Naldera Street	Kalyan Road
Korana Street	South Plympton	Woodlands	Wheaton Avenue	Gurney Street
Lynton Avenue	South Plympton	Woodlands	Wheaton Street	Castle Street
Pleasant Avenue	South Plympton	Woodlands	Brinkworth Avenue	Mavis Street

**Please note Capital Works Programs are subject to change.*

RESIDENTIAL FOOTPATH PROGRAM 2023-2024

Road Name	Suburb	Ward
Balboa Drive	Hallett Cove	Coastal
Beachfront Court	Hallett Cove	Coastal
Kurrambi Crescent to Neeangarra Crescent - Walkway	Hallett Cove	Coastal
Lonsdale Road	Hallett Cove	Coastal
Madison Court	Hallett Cove	Coastal
Waterfall Creek Connection	Hallett Cove	Coastal
Frank Street	Marino	Coastal
Clubhouse Road	Seacliff Park	Coastal
Laneway (Radstock Street & Stephen Place)	Morphettville	Mullawirra
Arthur Street	Seacliff Park	Southern Hills
Gully Road	Seacliff Park	Southern Hills
Gully Road North Reserve	Seacliff Park	Southern Hills
Berrima Road	Sheidow Park	Southern Hills
Berrima Road/Patpa Drive - Staircase	Sheidow Park	Southern Hills
Patpa Drive	Sheidow Park	Southern Hills
Spinnaker Circuit West Reserve	Sheidow Park	Southern Hills
Bovard Court	Trott Park	Southern Hills
Chifley Crescent to Lyons Circuit - Walkway	Trott Park	Southern Hills
Barry Road	Oaklands Park	Warracowie
Campbell Street	Oaklands Park	Warracowie
Doreen Street	Oaklands Park	Warracowie
Madras Street	Oaklands Park	Warracowie
Hamilton Reserve	Warradale	Warracowie
Marion Community House	Warradale	Warracowie
Warradale Railway Station - Connections	Warradale	Warracowie
Sturt River Linear Path	Bedford Park	Warriparinga
Tudor Avenue	Clovelly Park	Warriparinga
Farne Terrace	Marion	Warriparinga
Nellie Avenue	Mitchell Park	Warriparinga
Tarturninthi Reserve	Mitchell Park	Warriparinga
Thorne Crescent to Lutana Crescent - Walkway	Mitchell Park	Warriparinga
Oak Avenue	Tonsley	Warriparinga
Chambers Street	Ascot Park	Woodlands
Angus Avenue	Edwardstown	Woodlands
Woodlands Park Railway Station - Connections	Edwardstown	Woodlands
Proactive Footpath Works	Various	Various
Coast to Vines Shared Path	Various	Various

**Please note Capital Works Programs are subject to change.*

TRAFFIC DEVICES PROGRAM 2023-2024

Road Name	Suburb	Ward	Description
Gledsdale Road	Hallett Cove	Coastal	traffic signal renewal
Arthur Street	Plympton Park	Mullawirra	improvements to traffic movement
Arthur Street	Seacliff Park	Southern Hills	driveway link renewal
Bradley Grove/Quick Road	Mitchell Park	Warriparinga	roundabout renewal
Renown Avenue	Clovelly Park	Woodlands	traffic signal renewal
Mons Avenue	Edwardstown	Woodlands	connections to train station
Thomas Street	South Plympton	Woodlands	traffic signal renewal
Minor Traffic Control Devices	Various	Various	

STREETSCAPE PROGRAM 2023-2024

Road Name	Suburb	Ward
Alawoona Avenue	Mitchell Park	Warriparinga
Raglan Avenue	Edwardstown	Woodlands

OTHER INFRASTRUCTURE PROGRAM 2023-2024

Details	Suburb	Ward
Water Sensitive Urban Design Renewal	Various	Various
Cove Road Retaining Wall	Marino	Coastal
Street Lighting	Various	Various
Signage	Various	Various
River & Creek Renewal	Various	Various
Bridges	Various	Various
DDA Kerb Ramp Upgrades	Various	Various
Bus Shelters	Various	Various

KERB AND WATER TABLE PROGRAM 2023-2024

Road Name	Suburb	Ward	From	To
Program to be finalised June 2023				

**Please note Capital Works Programs are subject to change.*

Appendix 2 - Rating policy

1. RATING

(1) VALUATION METHODOLOGY AND ADOPTION

Council uses Capital Value as the basis for valuing land within the Council area. Capital Value is the value of the land and all of the improvements on the land. The Council also continues to adopt the capital valuations distributed by the Valuer-General.

(SEE ANNEXURE 1)

(2) DIFFERENTIAL GENERAL RATES

All land within a council area, except for land specifically exempt under section 147 (2) of the Act is rateable. The Act provides for a council to raise revenue through a general rate, which applies to all rateable land, or through differential general rates, which differentially apply to classes of rateable land. Council uses a differential rating system to raise revenue based upon Land Use to ensure a fair and equitable distribution of rates within the City of Marion. In applying this approach, Council will take into consideration all prevailing economic conditions and changes and adjust its differential rates accordingly, to ensure an appropriate and fair equalisation of rates across all land use categories.

The differential general rate Land Use categories are as follows:

Category 1 Residential
 Category 2 Commercial – Shop
 Category 3 Commercial – Office
 Category 4 Commercial – Other
 Category 5 Industrial – Light
 Category 6 Industrial – Other
 Category 7 Primary Production
 Category 8 Vacant
 Category 9 Other

These differential rates will be used to determine the rates in the dollar for all properties within the City of Marion area for the financial year. These rates will be specified in Council's rate declaration for each financial year.

(SEE ANNEXURE 1)

(3) MINIMUM RATE

A minimum amount payable by way of general rates is determined to apply to the whole of an allotment (including land under a separate lease or licence) and only one minimum amount is payable in respect of two or more pieces of adjoining land (whether intercepted by a road or not) if they are owned by the same owner and occupied by the same occupier.

The Minimum Rate to apply to properties within the City of Marion will be detailed in Council's rate declaration for each financial year.

(SEE ANNEXURE 1)

(4) SERVICE CHARGE

The Council has decided not to impose any service charges for this financial year.

(5) REGIONAL LANDSCAPE LEVY (FORMERLY NATURAL RESOURCES MANAGEMENT LEVY)

The Council, under the Landscape South Australia Act 2019, is required to collect this levy. It does so by imposing a separate rate for all rateable properties within the Council area.

For each financial year, the levy for each property will be determined by the total capital valuation within the City of Marion. The calculation is as follows;

Total Capital Value divided by the Total Amount Required, (set for the financial year by the Green Adelaide Board) determines an appropriate rate in the dollar, this rate in the dollar will then be adopted to each property.

(SEE ANNEXURE 1)

(6) PAYMENT OF RATES

The Council has determined that payment of rates for the 2023-2024 financial year will be by four instalments, due on 1 September 2023, 1 December 2023, 1 March 2024 and 3 June 2024. However, the total amount of rates may be paid in full at any time.

Council has determined that rates may be paid by the following methods:

- Payrix – Direct via Council's Rating Portal
- Australia Post – Post Office, Telephone or Internet
- Bpay – Telephone or internet payments
- Centrepay – Deductions directly from Centrelink deductions
- Direct Debit – Direct from either a Cheque or Savings account
- Eservices – Direct through the Council's Internet system
- In person - At Council Offices
- By Mail - Locked Bag 1 Oaklands Park SA 5046

(7) LATE PAYMENT OF RATES

Council imposes an initial penalty (a fine) of 2% as prescribed under the Act on any instalment that is received late. A prescribed interest rate (which includes the amount of any previous unpaid fine and interest) will apply on the expiration of each month that a balance remains unpaid.

When the Council receives a payment in respect of overdue rates, the money received is applied in the order set out below, in accordance with Section 183 of the Act:

- First – to satisfy any costs awarded in connection with court proceedings;
- Second – to satisfy any interest costs;
- Third – in payment of any fines imposed;
- Fourth – in payment of rates, in chronological order (starting with the oldest account first).

(SEE ANNEXURE 1)

8) REBATES AND POSTPONEMENT OF RATES**(8.1) RATE REBATE POLICY**

Refer to the Rate Rebate Policy attached.

(8.2) RATE CAPPING

Section 166 (1) (l) (ii) of the Act provides for the discretionary rebate of rates where, among other things, there has been a rapid change in valuations.

Council will provide relief against a substantial increase in rates payable on residential land due to large increases in capital value by applying a rebate (capping) of general rates to eligible ratepayers.

For the current financial year, the rate cap is set at 10% with a \$20 minimum and a \$200 maximum (excluding new or improved properties) for ratepayers who meet the Qualifying Criteria set out below:

- Qualifying Criteria:
- The property is the owner's principal place of residence.
- The property has not had more than \$20,000 of improvements.
- The property value has not increased due to zoning changes.
- The land use for rating purposes has not changed since 1 July of the previous financial year.
- The property has not sold since the 1 January of the previous financial year.

Rate capping will be applied automatically to properties that can be readily identified as being eligible. Where this rebate is not applied automatically, ratepayers who consider they could be eligible for rate capping may apply in writing to Council. Applications will be assessed against

the eligibility criteria. Only applications for the current financial year will be accepted and must be received in the current financial year.

(8.3) RESIDENTIAL CONSTRUCTION ON VACANT LAND

Under Section 166 (1) (a) of the Act, and for the purpose of securing the proper development of the area, a discretionary rebate of general rates for the 2023-2024 financial year will be granted in respect of an assessment classed as vacant land by the Council, where:

- The principal ratepayer of the assessment applies to the Council for the rebate prior to 30 June 2024, and
- The footings have been poured on the property by 30 June 2024.

The amount of the rebate will be the difference between the general rate in the dollar applicable to Vacant land, and the general rate in the dollar applicable to Residential land. This is calculated by the number of days remaining between 1 July 2023 - 30 June 2024 from the date footings are poured for a residence on the land. Minimum Rate is still applicable.

(8.4) POSTPONEMENT OF RATES – HARDSHIP

Section 182 of The Act permits the Council, on the application of the ratepayer, to partially or wholly remit rates or to postpone rates, on the basis of hardship. Where a ratepayer is suffering hardship in paying rates they may submit an application in writing to the Council's Team Leader Rating Services. The Council treats such inquiries confidentially.

(8.5) POSTPONEMENT OF RATES – SENIORS

An application may be made to Council by ratepayers who meet the criteria required for qualification for postponement under Section 182A of The Act. (see Annexure 1 for criteria)

(9) SALE OF LAND FOR NON-PAYMENT OF RATES

The Act provides that a council may sell any property where the rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land, provide the owners with details of the outstanding amounts, and advise the owner of its intention to sell the land if payment of the outstanding amount is not received within one month. Except in extraordinary circumstances, the Council enforces the sale of land for arrears of rates.

(10) CONCESSIONS**COST OF LIVING CONCESSION**

Pensioners, low-income earners and self-funded retirees holding a Commonwealth Seniors Health Card can receive up to \$200 per year. Eligibility includes pensioners and low-income earners who are tenants.

For further information contact the Concessions Hotline on 1800 307 758.

RATE REBATES**(1) POLICY STATEMENT**

Council has decided to adopt a Rate Rebate Policy for all rateable land within the Council's area which is applied in accordance with Sections 159 to 166 of the Act. This Policy will assist the Council as a decision making function and is intended to provide guidance to the community as to the matters that the Council will take into account in deciding an application for a rebate.

The Policy also sets out the type of land use for which the Council must grant a mandatory rebate of rates and the percentage amount applicable, and those types of land use where the Council has the ability to grant a discretionary rebate of rates. Rebates will only be available when the applicant satisfies the requirements under both the Act and, where appropriate, the requirements of this Policy.

(2) MANDATORY REBATES

Mandatory rate rebates will be granted by Council at the prescribed rate in accordance with Sections 159 to 165 of The Act.

S160 – Health Services 100% Rebate

S161 – Community Services (Including Housing Associations) 75% Rebate

S162 – Religious Purposes 100% Rebate

S163 – Public Cemeteries 100% Rebate

S164 – Royal Zoological Society of SA 100% Rebate

S165 – Educational Purposes 75% Rebate

Where the Council is satisfied from its own records, or from other sources, that a person or body meets the necessary criteria for a mandatory rate rebate, the Council will grant the rebate accordingly. Where the Council is not satisfied based on the information in its possession or otherwise does not hold relevant information, it will require the person or body to lodge an application in accordance with this Policy.

Where a person or body is entitled to mandatory rate rebate of 75% only, the Council may increase the rebate up to a further 25% as a discretionary rebate.

Where an application is made to the Council for a discretionary rebate of up to a further 25%, the application will be determined and written notice will be provided to the applicant of its determination of that application in accordance with the requirements for Discretionary Rebates in this Policy.

(3) DISCRETIONARY REBATES

A discretionary rate rebate may be granted by the Council, at its absolute discretion, up to and including 100% relief to any cases pursuant to Section 166 of the Act.

Any persons or bodies seeking a discretionary rebate, will be required to submit an application form to the Council and provide to the Council such information as stipulated on the application form and any other information that the Council may reasonably require.

(4) APPLICATION

Application forms may be obtained online at www.marion.com.au or from the Council office located at 245 Sturt Road, Sturt.

The Council will advise an applicant for a rebate of its determination of that application in due course, after receiving the application and receiving all information requested by the Council. The advice will state –

- if the application has been granted, the amount of the rebate; or
- if the application has not been granted, the reasons why.

(5) IN REGARDS TO PRESCRIBED DISCRETIONARY RATE REBATES THE COUNCIL WILL TAKE INTO ACCOUNT, IN ACCORDANCE WITH SECTION 166(1A) OF THE ACT, THE FOLLOWING MATTERS –

- The nature and extent of Council services provided in respect of the land for which the rebate is sought, in comparison to similar services provided elsewhere in the Council area;
- The community need that is being met by activities carried out on the land for which the rebate is sought; and the extent to which activities carried out on the land, for which the rebate is sought, provides assistance or relief to disadvantaged persons; and
- Such other matters as the Council considers relevant.

(6) THE COUNCIL MAY TAKE INTO ACCOUNT OTHER MATTERS CONSIDERED RELEVANT BY THE COUNCIL INCLUDING, BUT NOT LIMITED TO, THE FOLLOWING–

- Why there is a need for financial assistance through a rebate;
- The level of rebate (percentage and dollar amount) being sought and why it is appropriate;
- The extent of financial assistance, if any, being provided to the applicant and/or in respect of the land by Commonwealth or State agencies;
- Whether the applicant has made/intends to make applications to another Council;
- Whether, and if so to what extent, the applicant is or will be providing a service within the Council area;

- Whether the applicant is a public sector body, a private not for profit body or a private for profit body;
- Whether there are any relevant historical considerations that may be relevant for all or any part of the current Council term;
- The desirability of granting a rebate for more than one year;
- Consideration of the full financial consequences of the rebate for the Council;
- The time the application is received;
- The availability of any community grant to the person or body making the application;
- Whether the applicant is in receipt of a community grant; and
- Any other matters and policies of the Council, which the Council considers relevant.

All persons or bodies wishing to apply to the Council for a discretionary rebate of rates must do so on or before 1 May in that financial year for the following financial year.

- The Council may grant a rebate of rates on such conditions as the Council thinks fit.
- The Council may, for proper cause, determine that an entitlement to a rebate of rates under the Act no longer applies.
- Where an entitlement to a rebate of rates ceases or no longer applies during the course of a financial year, the Council is entitled to recover rates, or rates at the increased level (as the case may be), proportionate to the remaining part of the financial year.

It is an offence for a person or body to make a false or misleading statement or representation in an application, or to provide false or misleading information or evidence in support of an application made (or purporting to be made) under the Act.

The maximum penalty for this offence is \$5,000.

If a person or body has the benefit of a rebate of rates and the grounds on which the rebate has been granted cease to exist, the person or body must immediately inform the Council of that fact and (whether or not the Council is so informed) the entitlement to a rebate ceases. If a person or body fails to do so that person or body is guilty of an offence.

The maximum penalty for this offence is \$5,000.

(7) DELEGATION

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer on the condition that the discretionary rebate is not more than \$5,000.

The Council has delegated its power, pursuant to Section 44 of the Act to determine applications and to grant a discretionary rebate of rates, to the Chief Executive Officer subject to the following condition:

- Where the discretionary rate is not more than \$5,000.

(8) REVIEW OF REBATE

A person or a body aggrieved by a determination of the Council in respect of an application for a rebate may, within 14 days of the date of the notice of determination, seek a review of that decision in accordance with the Council's Internal Review of Council Decisions Policy.

(9) COMMUNITY GRANTS

If an application for a rebate is unsuccessful, the Council has an absolute discretion to then treat the application as one for a community grant and to determine it in accordance with the Council's Community Grants Policy.

(10) AVAILABILITY OF POLICY DOCUMENTS

Policy documents are available for inspection at the Council offices and on the website at www.marion.sa.gov.au. Persons may obtain a copy of any Policy document upon payment of the fee set by the Council.

DISCLAIMER

A rate cannot be challenged on the basis of non-compliance with this Policy and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that the Council has failed to properly apply this Policy they should raise the matter with the Council. In the first instance contact the Council's Team Leader – Rating Services on 8375 6617 to discuss the matter. If, after this initial contact, a ratepayer is still dissatisfied they should write to the Chief Executive Officer, City of Marion, PO Box 21, Oaklands Park, SA 5046

ANNEXURE 1

1. VALUATION METHODOLOGY AND ADOPTION

Under the Act, the Council may adopt one of three valuation methodologies to value the properties in its area. They are:

- Capital Value – the value of the land and all of the improvements on the land.
- Site Value – the value of the land and any improvements which permanently affect the amenity of use of the land, such as drainage works, but excluding the value of buildings and other improvements.
- Annual Value – a valuation of the rental potential of the property.

The Council considers that the Capital Value method of valuing land provides the fairest method of distributing the rate burden across all ratepayers on the following basis:

- The equity principle of taxation requires that ratepayers of similar wealth pay similar taxes and ratepayers of greater wealth pay more tax than ratepayers of lesser wealth;
- Property value is a relatively good indicator of wealth and capital value, which closely approximates the market value of a property, provides the best indicator of overall property value;
- The distribution of property values throughout the Council area is such that few residential ratepayers will pay significantly more than the average rate per property.

Any ratepayer dissatisfied with the valuation made by the Valuer General may object in writing to the Valuer General within 60 days of receiving a rate notice, explaining the basis for the objection. This is provided that ratepayer has not:

(a) previously received a notice of this valuation under the Act, in which case the objection period is 60 days from the receipt of the first notice; or

(b) previously raised an objection to that valuation.

The 60 day objection period may be extended by the Valuer-General where it can be shown there is reasonable cause to do so.

It is important to note that the lodgement of an objection does not change the payment of rates or the due date.

2. DIFFERENTIAL GENERAL RATES

All land within a council area, except for land specifically exempt (e.g. crown land, council occupied land and other land prescribed under the Act – refer to Section 147), is rateable. The Act provides for a council to raise revenue for the broad purposes of the Council through the imposition of a single general rate or through differential general rates that apply to all rateable properties within the council area.

Following a review of rating options available under the Act during the 2002/2003 financial year, the Council consulted extensively with the community on this issue and concluded that a differential rating system would improve the equity in rate distribution across the community. The review included a comparison of rating methods and rates by land use within the Adelaide metropolitan area.

Differential general rates are based on Land Use as determined in the Local Government (General) Regulations 2013 under the Act. If a ratepayer believes that a particular property has been wrongly classified by the Council as to its land use, then they may object (to the Council) to that land use within 60 days of being notified. A ratepayer may discuss the matter with a Rates Officer, on 8375 6600 in the first instance. The Council will provide, on request, a copy of Section 156 of the Act which sets out the rights

and obligations of ratepayers in respect of objections to a land use.

An objection to the land use:

- Must be in writing
- Must set out-
- The grounds of the objection; and
- The land use (being a land use being used by the Council as a differentiating factor) that should, in the objector's opinion, have been attributed to the land; and
- Must be made within 60 days after the objector receives notice of the particular land use to which the objection relates.

This 60 day objection period may be extended where it can be shown there is reasonable cause to do so.

The Council may then decide the objection as it sees fit and notify the ratepayer. A ratepayer also has the right to appeal against the Council's decision to SACAT (SA Civil and Administration Tribunal). It is important to note that the lodgement of an objection does not change payment of rates or the due date.

3. MINIMUM RATE

The reasons for imposing a minimum amount payable by way of general rates are:

The Council considers it appropriate that all rateable properties make a contribution to the cost of administering the Council's activities;

The Council considers it appropriate that all rateable properties make a contribution to the cost of creating and maintaining the physical infrastructure that supports each property.

No more than 35% of properties will be subject to the minimum amount.

4. REGIONAL LANDSCAPE LEVY (FORMERLY THE NATURAL RESOURCE MANAGEMENT LEVY)

It is important to note that Council is required to collect this levy under the Landscape South Australia Act 2019 and operates as a revenue collector for the Green Adelaide Board in this regard. It does not retain this revenue or determine how the revenue is spent.

For further information visit: landscape.sa.gov.au

5. LATE PAYMENT OF RATES

Under the Act, the Council applies penalties (fines and interest) to arrears of rates (i.e. rates which are not paid on or before the due date). The Council issues a final notice for payment of rates when rates are overdue i.e. unpaid by the due date. If rates remain unpaid more than 21 days after the issue of the final notice then the Council may refer the debt to a debt collection agency for collection. This may result in legal proceedings with costs on-charged to the ratepayer.

The Council offers assistance to ratepayers experiencing difficulty in making their rate payment by the due date. The Council will consider approving extended payment provisions or, in circumstances where hardship can be demonstrated, deferring the payment of rates.

The Council may be prepared to remit penalties (fines and interest) for late payment of rates where ratepayers can demonstrate hardship or sufficient other reason for late payment.

All applications for remissions must be submitted to: Rating Services Section, City of Marion
at council@marion.sa.gov.au

6. DISCRETIONARY REBATE

The Act requires the Council to rebate the rates payable on certain land ('mandatory rebates'). The Act, at section 166, also empowers the Council to grant discretionary rebates of rates of up to 100% of the rates and/or charges payable. The Council, in considering discretionary rebates, must balance the benefits of providing rebates, with the impact that such rebates have on its overall income (and hence upon the general ratepayer base). To promote the transparency of this process the Council has adopted a Rate Rebate Policy. A copy of this Policy is available at the Council offices or on Council's website at www.marion.sa.gov.au.

7. POSTPONEMENT OF RATES – SENIORS

The following criteria must be satisfied before the postponement is granted.

- The person is a prescribed ratepayer, or the spouse of a prescribed ratepayer;
- A prescribed ratepayer means the holder of a current State Seniors Card or a person eligible to hold such a card who has applied but is yet to be issued with a card.
- Rates are payable on the principal place of residence.
- The land is owned by the prescribed ratepayer, or the prescribed ratepayer and his or her spouse, and no other person has an interest, as owner, in the land.
- Any current mortgage over the property which was registered prior to 25 January 2007 will be no more than 50% of the Valuer-General's capital value of the property.

An application must be made in the prescribed manner and form and be accompanied by such information as the Council may require. Any rates which are postponed will become due and payable when:

- The title to the land is transferred to another person; or
- There is failure to comply with a condition of postponement. A minimum amount of \$500 of the annual rates must be paid.

An entitlement to a remission will be applied to the proportion of the rates that has not been postponed, unless notice to the contrary is received in writing from the owner.

Interest will accrue on the amount postponed at the prescribed rate per month, under the Act until the amount is paid.

Should the entitlement to a postponement cease to exist, the owner of the land must inform the Council in writing, unless the rates and any interest have been paid in full.

Appendix 3 - City of Marion 10 year financial plan for the years ending June 2033

FUNDS STATEMENT - GENERAL FUND	CURRENT YEAR		PROJECTED YEARS									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates Indexation												
Income	5.20%	4.70%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Rates	89,437	94,612	98,939	102,963	107,148	111,500	116,024	120,728	125,619	130,705		
Statutory Charges	2,551	2,620	2,686	2,753	2,822	2,892	2,964	3,039	3,114	3,192		
User Charges	3,325	3,415	3,500	3,588	3,677	3,769	3,864	3,960	4,059	4,161		
Grants, Subsidies and Contributions	6,935	7,122	7,300	7,482	7,670	7,861	8,058	8,259	8,466	8,677		
Investment Income	425	325	325	325	325	325	325	325	325	325		
Reimbursements	1,081	1,111	1,138	1,167	1,196	1,226	1,257	1,288	1,320	1,353		
Other Income	701	720	738	756	775	795	815	835	856	877		
Net gain - equity accounted Council businesses	365	376	387	399	411	423	436	449	462	476		
Total Income	104,821	110,301	115,013	119,434	124,024	128,791	133,742	138,883	144,222	149,767		
Expenses												
Employee Costs	44,064	45,551	47,096	48,273	49,480	50,717	51,985	53,285	54,617	55,982		
Materials, Contracts & Other Expenses	41,768	43,252	44,495	46,208	46,862	48,058	49,235	50,976	51,727	53,048		
Depreciation, Amortisation & Impairment	18,100	18,824	19,577	20,360	21,174	22,021	22,902	23,818	24,771	25,762		
Finance Costs	159	1,061	1,633	1,969	2,251	2,210	2,320	2,633	2,811	2,920		
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-		
Total Expenses	104,091	108,688	112,801	116,810	119,768	123,007	126,442	130,712	133,926	137,712		
Operating Surplus	730	1,613	2,212	2,623	4,256	5,784	7,300	8,171	10,296	12,055		
Operating Surplus Ratio	0.70%	1.46%	1.92%	2.20%	3.43%	4.49%	5.46%	5.88%	7.14%	8.05%		
Amounts Received Specifically for New or Upgraded Assets	10,119	7,571	5,559	5,367	1,915	4,377	7,693	7,845	5,577	1,340		
Net Surplus / (Deficit) for the Year	10,848	9,183	7,771	7,990	6,171	10,161	14,992	16,016	15,874	13,396		
Capital (Balance Sheet) and Reserve Movements												
Capital Expenditure	(50,706)	(38,328)	(33,173)	(33,161)	(26,138)	(33,783)	(43,307)	(42,777)	(42,258)	(30,408)		
Loan Repayments (External)	(929)	(1,672)	(2,727)	(3,586)	(4,485)	(5,040)	(5,460)	(6,654)	(7,815)	(9,032)		
New Loan Borrowings (External)	17,600	12,400	9,100	9,000	3,900	7,200	11,500	10,200	10,100	1,000		
Net Transfers (to) / from Reserves	5,497	39	(86)	(86)	(86)	(86)	(86)	(86)	(86)	(86)		
Total Capital (Balance Sheet) and Reserve Movements	(28,538)	(27,561)	(26,886)	(27,834)	(26,809)	(31,709)	(37,354)	(39,318)	(40,059)	(38,527)		
Net Result (Including Depreciation & Other non-cash items)	(17,690)	(18,377)	(19,115)	(19,843)	(20,638)	(21,548)	(22,361)	(23,302)	(24,185)	(25,131)		
Add back Depreciation Expense (non-cash)	18,100	18,824	19,577	20,360	21,174	22,021	22,902	23,818	24,771	25,762		
Less Other Income (non-cash)	(365)	(376)	(387)	(399)	(411)	(423)	(436)	(449)	(462)	(476)		
Cash Budget Surplus	45	71	75	118	125	50	105	67	123	155		

City of Marion 10 Year Financial Plan for the Years ending 30 June 2033 FUNDS STATEMENT - GENERAL FUND Scenario: Draft LTFP 2023-2033 - Consultation										
	2023/24	2024/25	2025/26	2026/27	Current Year					
	\$'000	\$'000	\$'000	\$'000	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates Indexation	5.20%	4.70%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Income										
Rates	89,437	94,612	98,939	102,963	107,148	111,500	116,024	120,728	125,619	130,705
Statutory Charges	2,551	2,620	2,686	2,753	2,822	2,892	2,964	3,039	3,114	3,192
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Investment Income	425	325	325	325	325	325	325	325	325	325
Reimbursements	1,081	1,111	1,138	1,167	1,196	1,226	1,257	1,288	1,320	1,353
Other Income	701	720	738	756	775	795	815	835	856	877
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Total Income	104,821	110,301	115,013	119,434	124,024	128,791	133,742	138,883	144,222	149,767
Expenses										
Employee Costs	44,064	45,551	47,096	48,273	49,480	50,717	51,985	53,285	54,617	55,982
Materials, Contracts & Other Expenses	41,768	43,252	44,495	46,208	46,862	48,058	49,235	50,976	51,727	53,048
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Operating Surplus Ratio	0.70%	1.46%	1.92%	2.20%	3.43%	4.49%	5.46%	5.88%	7.14%	8.05%
Amounts Received Specifically for New or Upgraded Assets	10,119	7,571	5,559	5,367	1,915	4,377	7,693	7,845	5,577	1,340
Net Surplus / (Deficit) for the Year	10,848	9,183	7,771	7,990	6,171	10,161	14,992	16,016	15,874	13,396
Capital (Balance Sheet) and Reserve Movements										
Capital Expenditure	(50,706)	(38,328)	(33,173)	(33,161)	(26,138)	(33,783)	(43,307)	(42,777)	(42,258)	(30,408)
Loan Repayments (External)	(929)	(1,672)	(2,727)	(3,586)	(4,485)	(5,040)	(5,460)	(6,654)	(7,815)	(9,032)
New Loan Borrowings (External)	17,600	12,400	9,100	9,000	3,900	7,200	11,500	10,200	10,100	1,000
Net Transfers (to)/from Reserves	5,497	39	(86)	(86)	(86)	(86)	(86)	(86)	(86)	(86)
Total Capital (Balance Sheet) and Reserve Movements	(28,538)	(27,561)	(26,886)	(27,834)	(26,809)	(31,709)	(37,354)	(39,318)	(40,059)	(38,527)
Net Result (including Depreciation & Other non-cash items)	(17,690)	(18,377)	(19,115)	(19,843)	(20,638)	(21,548)	(22,361)	(23,302)	(24,185)	(25,131)
Add back Depreciation Expense (non-cash)	18,100	18,824	19,577	20,360	21,174	22,021	22,902	23,818	24,771	25,762
Less Other Income (non-cash)	(365)	(376)	(387)	(399)	(411)	(423)	(436)	(449)	(462)	(476)
Cash Budget Surplus	45	71	75	118	125	50	105	67	123	155
Closing Cash Balance	10,361	9,700	9,528	10,002	9,156	11,031	13,502	14,441	14,536	13,803
Represented by:										
- Reserve Balances - O/S, ASR, Water	2,555	2,516	2,603	2,689	2,775	2,861	2,948	3,034	3,120	3,206
- Grants Received in Advance	6,107	4,861	3,883	3,814	2,116	3,376	5,064	5,170	4,068	1,981
Available Cash	1,699	2,323	3,043	3,499	4,265	4,794	5,491	6,237	7,348	8,615

6.7 Finance, Risk and Audit Committee - Effectiveness Survey

Report Reference	FRAC230516R6.7
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

The purpose of this report is to seek endorsement of the approach for the review of the performance and effectiveness of the Finance, Risk and Audit Committee (FRAC).

REPORT HISTORY

The effectiveness survey is completed every second year. The survey was last completed and presented to the Committee in October 2021.

Report Reference	Report Title
FAC211012R6.7	Results of the Bi-Annual Performance and Effectiveness Review of the Finance and Audit Committee

EXECUTIVE SUMMARY

Regular review of a governing body's performance (including Committees) provides the time to reflect on how effective the group is operating. Understanding performance supports improving the operations and outcomes of the Committee. This will also improve the overall performance of the Council.

The FRAC Terms of Reference states that the Committee will review its performance on a bi-annual basis to ensure the continual improvement of its performance. **Attachment 1** provides a copy of the survey components and statements used in 2021. This survey includes 52 statements across the following areas:

- Committee Structure and Membership
- Committee Meetings
- Leadership and Integrity
- Relationships and Reporting
- Roles and Responsibilities

If the Committee is satisfied with the proposed survey, it will be distributed to all committee members, council members and key staff senior staff on the 17th May. The results will be presented to the Committee on 20 June 2023. This information will be useful for the review of the Committees Terms of Reference and setting future work plans.

- Survey distributed 17 May
- Survey close 31 May
- Results collated 9 June
- Report to FRAC 20 June

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Endorse the survey components and statements included in Attachment 1 to be used for the Bi-Annual Effectiveness Survey.**

ATTACHMENTS

1. Proposed Survey Components and Statements [6.7.1 - 2 pages]

Finance, Risk and Audit Committee – Bi-Annual Effectiveness Survey

There are five key components of the survey. Within each component there are several statements relating to the functions of the Committee. Each statement will be rated on a scale from Strongly Agree through to Strongly Disagree. There will also be an opportunity to provide comments for each of the key components of the Survey.

Committee Structure and Membership	The Structure of the Committee is appropriate to manage workload and obligations
	The balance of independent v's council members is appropriate
	The Committee's Terms of Reference clearly outline roles and responsibilities
	Committee members have the right skills, experience and knowledge
	Committee members are appropriately inducted
	Committee members are recruited based on required skills, experience and knowledge
	All Committee members understand their legal duties on behalf of the Council
	The Committee does not rely on any one Committee Member to provide appropriate advice and experience
	The remuneration of the Committee is appropriate based on role, responsibility, skills / experience, time commitment and retention
Committee Meetings	The Committee has a comprehensive work plan that covers the requirements of the Committee's Terms of Reference
	The Committee meetings are appropriately scheduled (i.e. frequency, timing, duration, etc.)
	Agendas and reports are distributed in a timely manner
	The size of the agenda is manageable within the meeting
	Committee reports are well written and can be easily understood
	The business of the Committee is accurately captured in the minutes
	The discussions within the Committee meetings are relevant and useful for decision making
	Management does not unduly influence the recommendations of the Committee
	The Committee uses confidential orders appropriately and conducts sessions without management present from time to time
Leadership & Integrity	The Committee has a useful process to following up actions from previous meetings
	All Committee members express their professional view within the meeting
	All Committee members appropriately disclose any conflicts of interest
	Committee members act in accordance with the City of Marion values being Respect, Integrity, Achievement and Innovation
	The Committee works effectively as a team
	The Committee presiding member has an effective and constructive working relationships with Council and Management
	The Committee presiding member builds healthy room dynamics
	The Committee presiding member ensures that the Committees workload is managed appropriately
	The Committee presiding member keeps the meeting focussed and does not get side tracked
	The Committee is adding value to the work of the City of Marion

Finance, Risk and Audit Committee – Bi-Annual Effectiveness Survey

Relationships & Reporting	All Committee members understand how their role operates and the Committees reporting obligations to Council
	The Council actively seeks the views of the Committee on matters relating to its terms of reference
	The Committees operations does not diminish the ultimate responsibility of the Council
	The Committee has a constructive relationship with the Council
	The Committee has a constructive relationship with Management
	The Committee has appropriate access to information and staff
	Management keep the Committee informed of relevant information and risks between meetings
	The minutes, decisions and actions of the Committee are reported to Council in a timely and accurate manner
Roles & Responsibilities	The Committee has a clear understanding of the Council's risk tolerance
	The Committee ensures that the organisation has appropriate internal controls, frameworks, systems and processes established for the management or risks
	The Committee reviews and understands the organisation risk profile
	The Committee is confident that senior executives understand their responsibilities for managing risks
	The Committee is confident that the Council has appropriate internal controls established to manage risks
	The Committee receives comprehensive reporting that assesses the effectiveness of internal controls
	The Committee has oversight of compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements
	The Committee has oversight and recommends to Council the engagement of the City of Marion's Internal Audit contract
	The internal audit function is appropriately resourced and managed
	The Internal Audit Work plan is endorsed by the Committee and has the right balance or risk, compliance and financial matters to be reviewed
	The Committee has robust discussion and agrees to the basis upon how financial reporting will be prepared
	The Committee undertakes an in-depth review of the financial reporting disclosures for the City of Marion
	The Committee receives comprehensive financial information and analysis that is used to support and assist Council with its prudential management and fiduciary responsibilities
	The conditions of the External Auditors engagements are consistent with all relevant statutory requirements and accepted best practice principles
	The Committee has oversight and recommends to Council the engagement of the City of Marion's External Audit Contract
	The External Audit function is appropriately resourced and managed
	The External Audit Work Plan is comprehensive and aligned to the requirements of the financial obligations of the Council
	The Committee has oversight of the service review program and is confident it will deliver efficiencies to the organisation
	The Committee receives service reviews reporting and critically analyses the data provided

7 Reports for Noting

7.1 Internal Audit Program - Implementation of Recommendations

Report Reference	FRAC230516R7.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

To provide the Finance, Risk and Audit Committee (FRAC) with an update of the status of implementation of recommendations from the Internal Audit (IA) program.

EXECUTIVE SUMMARY

The Finance and Audit Committee is provided with a status report at its meeting on 16 May 2023 regarding the City of Marion's Internal Audit Program.

The implementation of recommendations from these reports continues to be monitored by the FRAC. The Executive Leadership Team (ELT) completed a thorough review of all recommendations. As part of this review, the ELT determined to amend how the implementation of recommendations are being reported to:

- On track – green
- Completed – blue
- Not of track – red.

The significant difference is that the 'not on track' is any item not completed within the original due date tracking and therefore tracking as red. An additional column has been added which is a 'forecasted action completion date'. This change to the reporting is to increase awareness and accountability for those actions that are overdue and ELT are focusing on reducing the number each quarter.

The FRAC will also note that a number of actions relating to the Digital Transformation Program are now being rolled into the new Information Systems Strategic Plan due for completion 30 June 2023. Project timing will be subject to budget prioritisation within that plan.

A short summary of the status of recommendations for each audit is provided in Attachment 1. The relevant outstanding recommendations and agreed actions for items that have been commented on are included in the summary to give context to the comments made against each project.

The implementation of timing for recommendations based on the risk level of the findings are as follows:

- Extreme: within 30 days
- High: 3 months
- Medium: 6 months
- Low or Performance Improvement Opportunity: 12 months

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. Notes the status of the Internal Audit Program (Attachment 1).

ATTACHMENTS

1. FRAC230516 - Internal Audit - Implementation of Recommendations - Appendix 1 [7.1.1 - 23 pages]

Overall Summary

<i>Project</i>	<i>Findings/PIO</i>	<i>On Track</i>	<i>Not on Track</i>	<i>Completed</i>	<i>Not Commenced</i>	<i>General Comments</i>
<i>Procure to Pay (2018/19)</i>	9		1	8		Only one Performance Improvement Opportunity remains outstanding and is due to be completed end of May due to testing of online approval workflows for invoices that qualify as purchase order exempt in accordance with policy. This has been rescheduled for a May release.
<i>Cyber Security 2019</i>	6		2	4		There are now only two outstanding actions on this audit, one is on track to be completed by July, the other is being held up by resourcing in the Strategy and Risk team, however these are being tracked as Not on Track. This action will continue to be delayed until new staff hired, the team will go to market for this position in the coming weeks.
<i>Payroll 2020/21</i>	6		2	4		Another action item has been closed out this review, leaving two remaining. The integration of payroll data from Aurion (Payroll outsourced system) to Financial Force will be a priority of the integration project for 2023/24.
<i>ITT Governance</i>	11			11		All action items have now been complete. Data Governance and Management Framework have been endorsed.
<i>Metrics that Matter</i>	3			3		Data Governance and Management Framework and Project Management Framework have been endorsed.
<i>Stores Management</i>	5	2		3		The two remaining actions are tracking well however the development of these actions is dependent on pending updates within our finance system which has caused a delay and possible extension requirement.
<i>Business Continuity Plan and COVID-19 Response</i>	7		2	5		Resource issues has slowed this project, new Senior Project Manager is starting on the 8/5/2023, who will be reviewing status and focused on implementation. Currently preparing business needs analysis to progress to market.
<i>Asset Inspection Schedule</i>	6			6		All outstanding actions are now completed, Asset Inspections are currently being performed in Assetic by Asset Solutions. Streamlining of inspections by locations is taken into account by the resources when performing these activities
<i>Project Carryovers</i>	6		4	2		Due to issues with resource constraints activity on a number of actions has stalled, however many of these actions could be completed within 30 days with a small extension.
<i>Fraud Management Framework</i>	6	1		4	1	Resourcing issues have impacted the Strategy and Risk team, however a new staff member joining the team in late April should allow some relief and progress with this action. The use of Data and Analytics for fraud detection is not included in the roadmap at current, this will be reviewed in Dec 2023.
<i>Community Facilities Management Models</i>	4	1	3			All items have commenced and are on track. Interim reporting methods are being developed by the team through SharePoint and PowerBI reporting until the PMS is implemented.
<i>Collaborative Model Health Check</i>	1		1			Engagement with the other Councils has been progressed and a meeting has been arranged with other Council GM's on Friday 12 May.
<i>Collaborative Contract Management</i>	2	1		1		A number of tasks within the action itself have been completed, the implementation of the contracts module was not undertaken with the implementation of Financial Force, the implementation will now be considered within the new IS Strategic Plan, but will be subject to funding availability.

<i>Project Management</i>	10	4		6		A number of actions were closed out during this quarter review. PMF Document is now complete and endorsed by ELT and Council. Training is planned for May and June, requiring some actions to be marked as not on track.
<i>Stakeholder Management Review</i>	5	2			3	The Strategy and Risk team has been operating at 50% capacity, leading to delays in some work. A number of actions that are not yet commenced are pending waiting for the Stakeholder Relationship map to be completed.
<i>Collaborative Community Consultation</i>	5	1	1	2	1	Joint Findings had not been tracked since internal audit was created, those have been added now and comments have been updated, completed date are included in the commentary for transparency.
<i>Volunteer Management</i>	4				4	Commencement of this audit has been delayed due to resource availability, however actions are still on track to completed by due date.
<i>Digital Transformation Program</i>	9		2	7		Many actions are already completed and have been implemented within the CoM, due to resource constraints two action items require short extensions to achieve completion, time is required to allow for quotations to be received.

The implementation of timing for recommendations based on the risk level of the findings are as follows:

Extreme: 30 days

High: 3 months

Medium: 6 months

Low or Performance Improvement Opportunity: 12 months

Procure to Pay

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
It is recommended that the CoM perform a business process review to investigate the transition to an online procure to pay system which would help to reduce the need for manual invoice approval processing. This process should include benchmarking of the procure-to-pay cycle times and the average cost of processing per invoice against other Government agencies.	PIO1.1	The CoM will investigate on-line invoice approval options that exist with Civica to reduce the level of manual processing that currently exists. The CoM will also investigate the software options available and implementation costs for automatic invoice validation.	N/A	31/12/2019	31/12/2022 31/03/2023 31/05/2023	On Track	95%	Release scheduled to go into production in March 2023 to align with production system updates with Customer Relationship Management reducing need for multiple changes in the one system. Extension of due date requested to reduce impact on business.	Not on Track	95%	CoM is currently testing online approval workflows for invoices that qualify as purchase order exempt in accordance with policy. This has been rescheduled for a May release.
It is further noted that a number of other Councils in South Australia have transitioned the invoice validation process to a third-party vendor. These services include the use of machine learning technologies to match purchase orders to invoice payments and contract, and automating invoice approvals within a defined set of business rules. It is recommended that this option is also considered as part of the business process review.	PIO1.2	as above	N/A	31/12/2019	31/12/2022 31/03/2023	On Track	95%	Release scheduled to go into production in March 2023 to align with production system updates with Customer Relationship Management reducing need for multiple changes in the one system. Extension of due date requested to reduce impact on business.	Completed	100%	Invoices that are matched to purchase orders with completed goods receipts are automatically approved where the value of the invoice is less than or equal to the approved purchase order.

Cyber Security 2019

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
The following should be considered as recommendations for increasing maturity in the Information Risk Management domain, particularly when implementing, operationalising, and embedding the Cyber Security Assurance Framework and Cyber Security Operating Manual: 1. Clearly define and communicate the requirements for sharing of information both internally and externally. Consideration should be also given to implementing controls for removable and portable media control as part of a data loss prevention strategy, such as storage, handling, whitelisting allowed USB devices, encryption and destruction.	3.1	Implement Data Governance Framework to classify CoM's information and define appropriate resources to manage this function to communicate requirement for information sharing.	Moderate	31/03/2020	30/06/2021 31/07/2023	On Track	50%	Data Governance and Management Framework has been endorsed. Relevant Policies and Procedures are being drafted and will need to be reviewed by InfoSec, IT, RIM and Governance because it can be formally implemented.	Not on Track	60%	Data Governance and Management Framework has been endorsed by ELT. Relevant Policies and Procedures are being drafted and will need to be reviewed by InfoSec, IT, RIM and Governance before it can be formally implemented.
1. Ensure that defined recovery objectives have been communicate and validated with IT to ensure that these are achievable.	4.1	1. Review validity of departmental recovery objectives and in conjunction with Risk Department run BCP workshops where recovery objectives are unrealistic or unachievable.	Low	30/06/2020	31/10/2021 30/06/23	Not on Track	30%	Risk team and IT Governance and Cyber Security Lead have meet to discuss this action. A project will be commenced to re-review the draft Recovery objectives with work areas and will be brought back to IT for ok before being finalised.	Not on Track	20%	Resourcing has been a problem in the Strategy and Risk team over the past 3 months. We went to market for a dedicated Risk Business Partner - Business Continuity position who would lead this work, but unfortunately didn't find anyone. We will be going back out to market shortly. This will delay progress on this action. Revised due date will be set once resource has been engaged.

Payroll 2020/21

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Investigate system opportunities with specific focus on increased functionality, reporting, elimination of manual processes, and systems integration.	1.1	The findings and relevant recommendations identified across this review, and specifically from Finding 1, will be addressed through the CoM's Digital Transformation Program. It is further noted that a number of separate projects are also currently in progress.	Moderate	30/06/2021	31/08/2021 31/07/22 31/12/2022 30/04/2023 30/06/2023	On Track	95%	The vendor (Aurion) arranged a site visit of their key staff from Payroll Operations and the Sytems Development teams in November 2022. This was deemed essential to expedite a number of outstanding process and configuration issues. Some additional issues were identified and some existing issues were resolved during the visit; the remaining issues have now been re-focussed with a plan to have these resolved by March 2023.	Not on Track	75%	<p>The City of Marion is continuing to work through the 'HyperCare' configuration body of work identified during the November Aurion onsite visit. Key configuration elements have been completed by Aurion and the City of Marion project team reducing manual intervention significantly for month end processes.</p> <p>The City of Marion team will continue to work with Aurion to further automate and enhance our processes and estimate we are 75% through the new HyperCare configuration body of work</p>
Work to ensure that all internal audit recommendations are actioned and implemented as soon as practicable to ensure identified risks are mitigated, and issues are resolved. This should apply for all findings listed in this report, and previous internal audit findings that are not completely addressed.	3.1	<p>Since the 2016 Payroll internal audit, CoM has increased the frequency of reconciliations, particularly around accruals, from annually/quarterly to monthly to improve its financial reporting against budget and enable better variance analysis.</p> <p>Through the Digital Transformation process, CoM will be aiming for these accruals to be built into the new system, removing the need for manual calculations to be performed. Before this is implemented we will focus on improving the timeliness of reconciliations.</p> <p>Capability around one source for record keeping relating to employee recruitment and retention will also be included as a key requirement for the new system.</p>	Moderate	30/06/2021	31/08/2021 31/07/22 31/12/2022 30/04/2023	On Track	95%	Following the resolution of the outstanding issues with Aurion, the full suite of transactional and accrual-based events will be able to be performed on a monthly and quarterly basis without 'work around' processes. The transition to the Financial Force General Ledger structure and coding was scoped in December and implemented in January 2023. This will eliminate a large portion of manual intervention in the Aurion/General Ledger interface. Further work is being undertaken on the automation of accrual calculations and is anticipated to be completed by March 2023.	Completed	100%	A considerable body of work has been undertaken with Aurion to have a complete suite of automated reports which provide the City of Marion with comprehensive and accurate payroll leave accrual reconciliation data.
Ensure that reconciliation activities are undertaken in a timely manner (i.e. within one to two weeks) at the defined intervals.	4.1	<p>Since the 2016 Payroll internal audit, CoM has increased the frequency of reconciliations, particularly around accruals, from annually / quarterly to monthly to improve its financial reporting against budget and enable better variance analysis.</p> <p>Through the Digital Transformation process, the CoM will be aiming for these accruals to be built into the new system, removing the need for manual calculations to be performed. Before this is implemented we will focus on improving the timeliness of reconciliations.</p> <p>Capability around one source for record keeping relating to employee recruitment and retention will also be included as a key requirement for the new system.</p>	Low	30/06/2021	31/08/2021 31/07/22 31/12/2022 30/04/2023 30/09/2023	On Track	85%	Monthly and quarterly reconciliations will continue to be performed and with the integration of payroll data from Aurion (Payroll outsourced system) and HRIS data to Financial Force being a priority for the DTP team. Some additional reconciliation processes will still be required to mitigate error risks while the using some elements of the non automated processes.	Not on Track	85%	<p>Monthly and quarterly reconciliations continue to be performed. The integration of payroll data from Aurion (Payroll outsourced system) to Financial Force will be a priority of the integration project for 2023/24</p> <p>Some additional reconciliation processes will continue to be required to mitigate error risks while the using some elements of the non automated processes.</p> <p>The financial and payroll integration will be included in the integration road map. Actual completion of the integration will be subject to budget availability and prioritisation.</p>

ITT Governance

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Update and finalise the Data / Information Governance Framework and receive approval from the Finance and Audit Committee.	9.1	CoM is working with its partner councils PAE and CCS on developing a joint framework across the three, following the recruitment of a joint CDO. Following this, the associated policies and procedures will also be developed.	Low	30/06/2021	31/12/2022	On Track	95%	The updated Data Governance and Management Framework has been presented to ELTs on the 1st of December, 2022. It has been tentatively endorsed pending some updates based on feedback. This will be re-presented to ELTs on 25/01/2023 for final endorsement and approval.	Completed	100%	Data Governance and Management Framework has been endorsed by ELT at the ELT meeting on 25/01/2023.
Implement the Framework and develop any further policies and procedures required to embed and operationalise data management processes within the organisation.	9.2		Low	30/06/2021	31/12/2022 31/03/2023	On Track	60%	The relevant policies and procedures for the Data Governance Management Framework is being worked on. The Data Governance & Management Framework will be implemented together with the Data & Analytics Program. Current progress % is reflective of the components specific to the Data Governance & Management Framework.	Completed	100%	Relevant Policies and Procedures are being drafted and will need to be reviewed by InfoSec, IT, RIM and Governance before it can be formally implemented. The D&A Training program schedule is being developed and introduced as part of the Digital Literacy program. This Audit recommendation has changed overtime so the original Agreed Management Action no longer match what is being delivered. It is recommended that this recommendation is closed out as the Data Governance and Management Framework has now been endorsed by ELT and work is in progress to implement this. This work is being tracked as part of the Cyber Security 2019 Audit Recommendation #3 as part of Action Item 3.1.

Metrics that Matter

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
It is recommended that the CoM ensures that as the use of Power BI for KPI reporting increases, so the complete implementation of the Data Governance and Management Framework should be undertaken in parallel. This should include: <ul style="list-style-type: none">• Ensuring it is up to date and formally approved• Key roles are formally assigned, and• The necessary policies and procedures are developed and operationalised in order to embed the framework across the organisation. This will be fundamental to helping build and maintain confidence in the data and the resultant reporting.	1.1	Aligned to the Internal Audit finding 9 in the ITT Governance Review, CoM is working with its partner councils PAE and CCS on developing a joint framework across the three, following the recruitment of a joint Chief Data Officer. Following this, the associated policies and procedures will be finalised.	Low	30/06/2021	31/12/2022 31/03/2023	On Track	85%	Draft KPI and Power BI reporting is being presented to ELT in Feb. This will be further defined over the coming months, however it is essentially implemented.	Completed	100%	Data Governance and Management Framework has been endorsed by ELT. Relevant Policies and Procedures are being drafted and will need to be reviewed by InfoSec, IT, RIM and Governance before it can be formally implemented. The progress of cataloguing of the data assets are stalled due to resource constraint. The D&A Training program schedule is being developed and introduced as part of the Digital Literacy program. This Audit recommendation has changed overtime so the original Agreed Management Action no longer match what is being delivered. It is recommended that this recommendation is closed out as the Data Governance and Management Framework has now been endorsed by ELT

											and work is in progress to implement this. This work is being tracked as part of the Cyber Security 2019 Audit Recommendation #3 as part of Action Item 3.1.
Future projects should ensure full identification, documentation and management of risks to the project. These should be monitored and reported to the Steering Group on a regular basis such that potential problems are identified and managed early. Typically risks, as they arise, flow into ‘issues’ where active management and action tracking ensures their resolution in a timely manner. The CoM should ensure that these requirements are part of the new Solution Delivery Framework.	PIO2.1	Agree – this action will be included within the Risk Management 3 Year Strategic Plan (currently under development) and work in partnership with the ITT Manager and the new Change Manager to embed better risk management practices with the CoM Project Management Framework.	N/A	30/06/2021	31/12/2022 31/03/2023	On Track	80%	This is a fundamental driver and component of the new project management framework which is being developed and is anticipated to be endorsed by ELT and implemented across the organisation by the end of March 2023. While the Project Management Framework is being finalised, software solution for project management are also being investigated, as well as a risk module for all risks that would hopefully have an integration piece. The Strategy and Risk team continue to meet with Project Managers 6 weekly to discuss the risks of current and emerging projects.	Completed	100%	The Project Management Framework has been endorsed and requires check points for risk management throughout the process. This will be implemented through the electronic system also.

Stores Management

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Review the current manual practices and determine if any manual processes can be reduced through automation (e.g. barcodes and scanners, or PPE vendors – see Benchmarking page 5).	J3.1	Digitising processes is part of the broader digital transformation program, and will be considered as part of the Asset Management and Financial Management System replacements.	Low	30/06/2023		On Track	35%	No change from previous Quarter, working with IT to resolve.	On Track	35%	This change is dependent on pending updates within our finance system (Financial Force). With present state, it is suggested that the due date be extended to December 2023
Internal Audit recommends that the Councils investigate further system opportunities to implement or modify their inventory management systems to better support their needs. This includes improved stock ordering, monitoring and reporting capabilities.	JPIO1.1	Improving elements of the inventory management process is part of the broader digital transformation program, and will be considered as part of the Asset Management and Financial Management System replacements.	Low	30/06/2023		On Track	35%	No change from previous Quarter, working with IT to resolve.	On Track	35%	This change is dependent on pending updates within our finance system (Financial Force). With present state, it is suggested that the due date be extended to December 2023

Business Continuity Planning and COVID-19 Response

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Long-term remote working solutions, such as call centre technologies that meet business requirements.	3.3	Implement long-term remote working solutions, such as call centre technologies that meet business requirements by January 2021.	Moderate	24/04/2023	30/06/2023	Not on Track	85%	Requirements agreed, waiting on external resources to complete tasks.	Not on Track	90%	Resource issues has slowed this project, new Senior Project Manager is starting on the 8/5/2023, who will be reviewing status and focused on implementation. Target date by the 30th of June 2023.

What tool is most appropriate for the creation and communication of Recovery Action Plans to avoid duplication of effort and enhance ease of use.	PIO2.2	Risk Team to incorporate the IMT risk assessments in the system specifications of the Enterprise Risk Management Software business case by June 2021.	Low	30/06/2021	31/03/2022 31/12/22 30/6/2023	Not on Track	25%	Resourcing from both IT and Risk has been an issues with resignation in both areas. Still pushing hard to have risk software procured by 30 June 2023 however, other DT projects have been the priority. Currently recruiting for a new Risk Business Partner – Business Continuity	Not on Track	25%	Currently preparing business needs analysis to progress to market. Recruitment for BC Risk Partner was unsuccessful. Going back to market for this position
Formats of risk assessments moving forward and consider how this information integrates into and interacts with other BCP activities and assessments.	PIO2.3	Risk Team to incorporate the IMT risk assessments in the system specifications of the Enterprise Risk Management Software business case by June 2021.	Low	30/06/2021	31/03/2022 30/09/22 30/6/2023	Not on Track	25%	As above	Not on Track	25%	As Above

Asset Inspection Schedule

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Due to the diverse asset categories under the CoM’s management, each asset class should be considered, and specific functionality investigated to ensure all necessary requirements are met.	3.2	These recommendations are in progress as part of the digital transformation Project and AIMS procurement process.	Moderate	30/06/2022	30/10/2022 29/02/2023	On Track	85%	Asset Data Schemas are loaded into Assetic. Test Scripts written. Testing and demos delayed due to changing order of implementation as required by SMEs and Asset Owners and will occur in January and February.	Completed	100%	All Infrastructure asset classes have been loaded into Assetic and final round of data reconciliation have commenced. Asset Solution data sign off’s well on track for go-live of Assetic Asset register planned for the 28th April. Soft launch completed.
See Finding 1 for recommendations regarding a fit for- purpose asset management system which would track key inspection data to enable other staff to conduct inspections in lieu of the Technical Officer.	5.1	This item is progressing as part of the DTP – AMIS	Moderate	31/12/2021	31/3/2022 30/09/2022 20/03/2023	On Track	50%	As previously noted, still an outstanding issue around having to manually assign workorders in Assetic. As it is too late to progress this, RAMM will be used for a further year. \$20k funding for an Assetic fix was approved by EBC on 19/01/2023, but is not yet scheduled. Once the critical path tasks are at a point where project resources are available, work will commence on Maintenance and Mobility for Plant and Fleet (instead of Open Spaces) in Jan or Feb.	Completed	100%	Technical Officer Audit has commenced using the Assetic Asset register for capturing condition assessment data. Additional asset classes to be included in the Maintenance & Mobility Module to be included. This will happen as a consequence of the Maintenance and Mobility rollout across CoM.
While performing the data cleanse, special consideration should be taken to update any assets with multiple functions (e.g. culverts that act as bridges). This should be reflected in the system to ensure that both the culvert and the bridge would be inspected at the same time (where applicable).	PIO1.1	Consider adding a notation in the Asset Data clarifying asset dual function however ensure there isn’t duplication within the system.	Moderate	31/12/2021	30/09/2022 20/03/2023	On Track	75%	Asset Ownership for cross functional assets, as well as roles and responsibilities are being worked through at a business level. EBC approved the BPM work for Transport and Buildings on 19/01/2023 (including the backfilling of CoM resources). This will likely commence in March 2023 once a new PM and a backfill engineering resource is engaged.	Completed	100%	Asset Data Schemas have been reviewed and signed off by Asset Owners to include all required information. All Infrastructure asset classes have been loaded into Assetic and final round of data reconciliation have commenced.
In some cases, assets should be considered on a location basis rather than an asset class basis. This will reduce duplication of efforts and allow for a more streamlined approach to some inspections (particularly inspections that take place on reserves, parks, beaches, etc).	PIO1.2	This recommendation requires discussion on the structure and responsibilities for asset inspections.	Moderate	31/12/2021	31/3/2022 30/09/2022 20/03/2023	On Track	80%	Asset data schemes have considered this. An additional asset will also be included to allow for the grouping of assets within larger areas ie, Reserves. This will happen as a consequence of the Maintenance and Mobility rollout across CoM.	Completed	100%	Asset Inspections are currently being performed in Assetic by Asset Solutions. Streamlining of inspections by locations is taken into account by the resources when performing these activities.

Project Carryovers

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
The CoM has recently hired a new Senior Project Manager reporting to the CFO and the Senior Leadership Team (SLT). Based on better practice, consideration for this role could include: 1. Working directly with project managers/ relevant staff to coordinate and plan project timelines and milestones to ensure bottlenecks do not occur.	1.1	The PMO will work together with the Project Managers during the project planning period (Sept –April) and ensure the information is accurately captured in CAMMS.	Moderate	31/12/2021	30/09/2022 31/10/2022 28/04/2023 30/05/2023	On Track	25%	The Project Management Framework is progressing well and in line with plan. The Policy document has been reviewed internally and final comments are being addressed ready for final endorsement by ELT Feb 23. The PMO system is still under review and a business case is being prepared to provide resource to progress this project. At this time, it would appear that a re-set and re-configuration of CAMMS is the preferred solution.	Not on Track	50%	Recruitment is underway for Manager EPMO. 3 positions have been endorsed by ELT to stand-up the EPMO. Once Mgr-EPMO position has been filled this action will be closed out. Forecast end May 23.
Refresh and re-distribute standardised project templates.	1.5	The PMO will review the existing project templates and improve/redistribute as necessary	Moderate	31/12/2021	30/09/2022 30/11/2022 28/04/2023 30/05/2023	On Track	50%	The Project Management Framework is progressing well and in line with plan. The Policy document has been reviewed internally and final comments are being addressed ready for final endorsement by ELT Feb 23. The PMO system is still under review and a business case is being prepared to provide resource to progress this project. At this time, it would appear that a re-set and re-configuration of CAMMS is the preferred solution.	Not on Track	60%	All current templates have been reviewed. Due to resource constraints to support this activity it has stalled. We are currently looking at resourcing options to support this.
See Finding 1 and 2 for recommendations regarding the re-distribution of the PMF and templates.	3.2	See responses in Findings 1 and 2	Low	30/06/2022	30/09/2022 30/11/2022 28/04/2023 30/06/2023	On Track	50%	The Project Management Framework is progressing well and in line with plan. The Policy document has been reviewed internally and final comments are being addressed ready for final endorsement by ELT Feb 23. The PMO system is still under review and a business case is being prepared to provide resource to progress this project. At this time, it would appear that a re-set and re-configuration of CAMMS is the preferred solution.	Not on Track	50%	The PMF has now been endorsed at ELT and Council. Briefings have occurred with all project delivery and support teams. A training plan is in place for May and June for all staff, with further detail for project specific roles.
Consideration of actual project scopes and delivery methodology to inform the appropriate project delivery cycle.	4.2	The PMO will review the PMF to consider the suitability of its project life cycle for use by all projects.	Low	30/06/2022	30/09/2022 30/11/2022 28/04/2023	On Track	50%	The review/implementation of the PMF includes a review of the project lifecycle and delivery methodology, with a pre-assessment of project classification which will govern the level of governance/project control required. I.e. we are not taking a one-size-fits-all approach. The lifecycle stages, with gate reviews and required documentation has now been approved. The next step which is already underway is to formalise templates to align with this.	Completed	100%	PMF endorsed, capturing project classification and type and associated project lifecycle.
Further consideration to be provided to allow for resourcing requirements to ensure program planning is performed.	4.3	The PMO will support the Project Managers with past implementation resource data for resource planning use.	Low	30/06/2022	30/09/2022 30/11/2022 28/04/2023 30/05/2023	On Track	50%	A capability assessment will be conducted across the whole organisation, with particular focus on project delivery and enabling roles. This will be tested against requirements for the classification and volume of	Not on Track	50%	This action will complete when we have stood-up the EPMO once Mgr EPMO position is filled. This is a responsibility of the EPMO to consider Portfolio resourcing and planning. Forecast end May 23.

								projects. Through the Enterprise PMO we will be able to take a portfolio level view to ensuring that we are adequately and appropriately resourced for both current and pipeline projects. CAMMS will support this function of the EPMO once reconfigured.			
A process to be put in place requiring Project Managers to flag multi-year projects to the PMO, Finance and Procurement.	4.4	PMO, Finance and Procurement will review the internal process to address tracking and reporting of multi year projects.	Low	30/06/2022	30/09/2022 30/11/2022 28/04/2023 30/05/2023	On Track	50%	This is covered within the EPMO high level planning capability and once implemented will provide the connection between Project Delivery and Financial/Strategic Planning.	Not on Track	90%	The process is ready and will be implemented following standing up of the EPMO. This process is aligned with the Finance team. Forecast end May 23.
Currently, the lessons learned section is in the last phase of CAMMS (and therefore cannot be updated until this phase is unlocked). The CoM should investigate system opportunities to have the lessons learned section permanently unlocked. This would allow for: •Lessons to be identified at any point in time during the project. •Learnings to be recorded as soon as practical, to ensure factual accuracy and that all project management staff are notified as early as possible.	PIO2.2	The PMO will consider the feasibility of implementing this improvement opportunity in CAMMS given its cost implications.	Low	30/06/2022	30/09/2022 30/11/2022 28/04/2023 30/10/2023	On Track	50%	Lessons learnt is being considered within the project lifecycle and will be a responsibility of the EPMO to ensure these are not only captured throughout and at the end of a project, but also reviewed and implemented as changes to our processes going forward.	Not on Track	50%	This has been included within the PM system requirements. This action cannot complete until we have reviewed and confirmed/implemented the PM System to be used going forward. Forecast completion Oct 23. In the interim, this has been included within a SharePoint approach to the system, which will be complete mid-May 23.

Fraud Management Framework

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
As part of the CoM Fraud & Corruption Framework, there is an opportunity for the CoM to reference the results of the consolidated fraud risk assessments to help further identify the key areas of internal controls which should be reviewed. As an example, the output of these reviews could help to inform potential internal audit projects.	2.3	Unit Manager Risk & Strategy will update the Fraud & Corruption Framework to reflect the FRAC outcomes.	Low	30/04/2022	31/10/2022 31/01/2023 30/04/2023 30/06/2023	On Track	60%	A holistic review of all policy and framework documents owned by the Risk and Strategy team is currently being undertaken and the framework will be updated with the other documents. Currently, things raised through the annual fraud questionnaire are recorded and actions to rectify are implemented, included any possible audit areas.	Not on Track	25%	Resourcing issues have impacted the Strategy and Risk team this past quarter. A new staff member will be joining the team in late April, which will free up the team to complete some outstanding actions.
Internal Audit recommends the CoM consider implementing data mining/analytics fraud detection programs as part of the Digital Transformation Program.	PIO1.1	The Chief Financial Officer will explore the opportunity with the Business Intelligence Lead of implementing data analytics fraud detection programs in the future. The CoM is developing its data analytics capability recently employing a data analytics lead with further resourcing to support the function being addressed. Following the completion of FRA as noted in finding 2, options will be explored regarding the introduction of data analytics for fraud detection purposes.	Low	30/06/2022	31/12/2022 30/06/2023	Not Commenced	0%	The use of Data & Analytics for fraud detection purposes is not included in the initial Initiatives Implementation Roadmap for the Data & Analytics Program. This will be reviewed in Dec 2023 (half way through the implementation of the Data & Analytics Program).	Completed	100%	Included in ongoing work plan for the Business Intelligence Team as a further improvement for Fraud Detection.

Community Facilities Management Models

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
It is recommended that if the CoM continues to implement the current subsidy rebate, that supporting guidelines are developed which details: Guidance on the documentation allowable to evidence the meeting of each criteria item. Review the documentation requirements for the subsidy and consider developing weighted criteria base on the importance of each item. Clarify compliance requirements for ongoing annual assurance checks. Develop annual reporting to be provided to the CoM which outlines the current status of compliance of community facilities leasing tenants.	1.3	Further reporting methods will be investigated following the implementation of a supporting system. In the interim, annual compliance spot checks will be performed by CoM Management.	Moderate	31/04/2022	31/12/2022 31/07/2023	On Track	80%	Interim reporting methods are being developed by the team through a new SharePoint and Power BI reporting system until the PMS is implemented. Spot checks of agreements will continue to be undertaken. Annual building inspections and agreement compliance are ongoing.	Not on Track	80%	Interim reporting methods are being developed by the team through a new SharePoint and Power BI reporting system until the PMS is implemented. Spot checks of agreements will continue to be undertaken. Annual building inspections and agreement compliance are ongoing. Comprehensive property management system which will support the implementation of those recommendations will be included in the IS Strategic plan due for completion 30 June 2023. Project timing will be subject to budget prioritisation within that plan.
To address the inadequate and inconsistent monitoring processes, it is recommended that the CoM: •Review the current monitoring processes in place and evaluate the ineffectiveness with consideration to the frequency, thoroughness, tenant compliance, and resource requirements required to undertake these processes. •Consider standardising the monitoring and reporting periods across the community facility portfolio. •Consider the implementation of a supporting system with functionality to automate monitoring of compliance requirements, such as reminders for key actions and non-compliance flags, as well as integration into other systems, such as records management.	2.1	As noted in the Finding 1 Management Actions, pending the implementation of a supporting system, further reporting will be investigated.	Moderate	31/04/2022	31/12/2022 31/07/2023	On Track	20%	Business requirements have been developed for the Property Management System (PMS). The Digital transformation team have advised the PMS is due middle of 2023. Interim reporting methods are being developed by the team through a new SharePoint and Power BI reporting system until the PMS is implemented.	Not on Track	20%	Business requirements have been developed for the Property Management System (PMS). Interim reporting methods are being developed by the team through a new SharePoint and Power BI reporting system until the PMS is implemented. Comprehensive property management system which will support the implementation of those recommendations will be included in the IS Strategic plan due for completion 30 June 2023. Project timing will be subject to budget prioritisation within that plan.
It is recommended that the CoM developed a procedural document or guidelines to include at a minimum the following: •Guidance for the practical application of the areas covered in the Policy. •Procedure for conducting risk ratings of tenants, including the basis for the rating. •Frequency of inspections, including ongoing monitoring and follow up procedures. •Defined roles and responsibilities performed by supporting CoM teams. •Key definitions to ensure consistency. •Re-enforce the requirements, principles and objectives stated within the Policy.	3.1	Refer to Finding 1 Management Actions.	Moderate	31/07/2023		On Track	80%	Refer to Action Progress Comments in Management Action 1.	On Track	80%	Refer to Action Progress Comments in Management Action 1.
	3.2	Subsequent to the development of procedure documents, staff will be made aware of the updated procedure to ensure a clear understanding of expectations required to comply with Council policy and procedures and provide high levels of customer service.	Moderate	31/04/2022	31/07/2023	On Track	80%	Refer to Action Progress Comments in Management Action 1.	Not on Track	80%	Refer to Action Progress Comments in Management Action 1.
As noted on p. 13, the CoM may improve the efficiency of the current processes with the following	PIO1.1	Refer to Finding 1 Management Actions.	Low	31/07/2023		On Track	80%	Refer to Action Progress Comments in Management Action 1.	On Track	80%	Refer to Action Progress Comments in Management Action 1.

recommendations: •Review the administrative processes involved with the current fee revenue model with consideration to streamlining processes that have a no/negative financial benefits, such as the yearly CPI rental increase calculation. •Review the annual tenant documentation requirements with consideration to the necessity of items and removing non-value adding items. •Consider standardising the monitoring and reporting periods to increase process efficiency, as well as, reduce the resource burdens. •Implementation of a supporting system that will remove highly manual processes, such as those include within the Microsoft Excel Governance and Compliance master document sheet, as well as the integration into other key system.	PIO1.5	Management will also further explore the clear need for the implementation of the effective supporting system at the earliest opportunity.	Low	31/04/2022	31/07/2023	On Track	20%	Business requirements have been developed for the Property Management System (PMS). The Digital transformation team have advised the PMS is due middle of 2023. Interim reporting methods are being developed by the team through a new SharePoint and Power BI reporting system until the PMS is implemented.	Not on Track	20%	Business requirements have been developed for the Property Management System (PMS). Interim reporting methods are being developed by the team through a new SharePoint and Power BI reporting system until the PMS is implemented. Comprehensive property management system which will support the implementation of those recommendations will be included in the IS Strategic plan due for completion 30 June 2023. Project timing will be subject to budget prioritisation within that plan.
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Collaborative Model Health Check

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
An action plan with timeframes and resources will be developed for implementation of the recommendations from the internal audit and reported through to the Audit Committees of the three Councils.	1.1	An action plan with timeframes and resources will be developed for implementation of the recommendations from the internal audit and reported through to the Audit Committees of the three Councils.	High	22/05/2022	31/12/2022	Not on track	15%	Engagement with the other Councils has been slow. Trying to source a further meeting to progress.	Not on Track	15%	GM Corporate Services is meeting with GM's from other Councils on Friday 12 May to discuss

Collaborative Contract Management

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Develop and implement a robust contract profiling tool to help inform contract governance requirements. The tool should have defined methodology criteria and is used for all contracts in the pre-award phase. All priority/higher risk contracts should require a contract management plan, steering/governance committee and reporting whilst routine contracts could be streamlined to only require a contract management checklist.	2.1.2	Implementation of contract profiling tool to be included as part of Tender Initiation form process.	High	30/09/2022	31/12/2022 31/03/2023	On Track	90%	Contract Management guide created and ready for implementation. An information/Change Management session will be scheduled for late February to raise awareness of the guide and the contract management checklist for use moving forward.	Completed	100%	The Contract Management guide is now implemented, which assists Contract Administrators with profiling the type of contract being managed. This is now on the SP SharePoint site, with the roll out to commence 27/4/23, with the first presentation to SLT and ELT

Implement a Contract Management Plan template and mandate the use for all priority/higher risk contracts, which should be developed in the pre-award phase. This document should be used as an active management tool throughout the lifecycle of the contract.	2.1.3	Implementation of Contract Management Plans to be completed for each tender and handed over to Contract Administrator at exaction of contract. To be recorded in the contract handover form.	High	30/09/2022	31/12/2022 31/03/2023	On Track	90%	Contract Management guide and Pcontract Management Plan/Checklist created and ready for implementation. An information/Change Management session will be scheduled for late February to raise awareness of the guide and the contract management checklist for use moving forward. An extension is required (to 31/3/2023) to schedule and hold the information session, as the final element of completion of this implementation.	Completed	100%	The Contract Management plan is now implemented, which assists Contract Administrators with managing contracts. To be utilised in conjunction with the Contract Management guide. This is now on the SP SharePoint site, with the roll out to commence 27/4/23, with the first presentation to SLT and ELT
Consider the opportunity for the procurement and risk teams to leverage their skill sets, on a risk based approach, beyond their initial input into risk identification as part of the pre-award process, to supporting Contract Administrators within ongoing dynamic risk management across the contract life cycle for priority/higher risk contracts.	2.1.5	Investigation of ability to resource contract management support within Council.	High	30/09/2022	30/06/2023	On Track	10%	The Project Management Framework review is still in progress, awaiting the outcome of the review in order to finalise this task.	Not on Track	10%	Project management framework has now been approved by ELT and council. This action will now be able to be actioned.
Implement financial management reporting to monitor contract spend profiles against the contract commitment value (original contract and variations) and POs to ensure compliance with procurement thresholds over the contract lifecycle. Further, consider providing this reporting to relevant Committee or governing body, as required.	2.2.1	Ensure implementation of Contracts Module within new Finance System includes elements relating to spend versus contract sum. (implementation due September – November 2021).	Moderate	31/12/2022	30/06/2023	On Track	50%	Still awaiting the contract module implementation to automate these elements, as part of phase 2 of the Finance System implementation.	Not on Track	50%	Whilst high level requirements have been developed the implementation of the contract's module was not undertaken with the implementation of Financial Force. The implementation of this module will be considered within the new IS strategic plan but will be subject to funding availability. This action will be implemented as part of the contract's module.
Consider implementing an additional requirement for contract variations to consider the percentage to overall contract spend and require an additional approver where this threshold is reached (e.g. for total variations exceed 10% of overall contract value).	2.2.2	Undertake review of variation management procedures and frameworks.	Moderate	30/09/2022	30/06/2023	On Track	50%	The requirements for the Contract Module have been scoped and awaiting implementation as part of Phase 2 of the Finance implementation, as part of phase 2 of the Finance System implementation.	Not on Track	50%	Whilst high level requirements have been developed the implementation of the contracts module was not undertaken with the implementation of Financial Force. The implementation of this module will be considered within the new IS strategic plan but will be subject to funding availability. This action will be implemented as part of the contracts module.
Councils to explore the feasibility of developing a centralised Contractor Management Team. Benefits of this model include:•Effectively managing the capacity, skills and experience of the team.•Ensuring consistency with the application of the new contract management framework.•Managing performance and continuous improvement.	2.3.2	Feasibility study to be undertaken to explore central Contract Management Team.	Moderate	31/12/2022	30/06/2023	On Track	10%	The Project Management Framework review is still in progress, awaiting the outcome of the review in order to finalise this task.	Not on Track	10%	Project management framework has now been approved by ELT and council. This action will now be able to be actioned.
For the Contract Management Plans and Checklists implemented (based on contract profile per Finding 2.1), ensure the contract specific performance management details (e.g. contractual metrics and reporting required) are documented and maintained.	2.4.1	KPIs and metrics to be included in contract profiling and contract management plans when implemented.	Moderate	30/09/2022	31/12/2022 31/03/2023	On Track	90%	Contract Management guide and Pcontract Management Plan/Checklist created and ready for implementation. An information/Change Management session will be scheduled for late February to raise awareness of the guide and the contract management checklist for use moving forward.	Completed	100%	The Contract Management plan is now implemented, which assists Contract Administrators with managing contracts. To be utilised in conjunction with the Contract Management guide. The contract management plan lists the KPIs/SLAs and milestones to easily track and manage performance. This is now on the SP SharePoint site, with the roll out to commence 27/4/23, with the first presentation to SLT and ELT
Ensure that there are robust contract extension controls in place to identify contracts up for renewal in a timely manner and ensure adequate governance over delegated approval.	2.5.4	Contracts module within the new finance system to be implemented with alerts around expiring contracts and anniversaries.	Low	31/12/2022	30/06/2023	On Track	50%	The requirements for the Contract Module have been scoped and awaiting implementation as part of Phase 2 of the Finance implementation.	Not on Track	50%	Whilst high level requirements have been developed the implementation of the contract's module was not undertaken with the implementation of Financial Force. The implementation of this module

											will be considered within the new IS strategic plan but will be subject to funding availability. This action will be implemented as part of the contract's module.
Consider implementing, on a risk based approach as part of the contract profiling process, a governing body or committee for operational and strategic contracts where there is a significant risk profile to the Councils. Furthermore, ensure regular key contract activity reporting (contract value, number and cost of variations, spend, claims/disputes, etc.) is conducted as required.	2.6.1	Review the potential to create a Contracts Governance Committee to review ongoing contracts and their performance that meet periodically throughout the year.	Low	31/12/2022	30/06/2023	On Track	10%	The requirements for the Contract Module have been scoped and awaiting implementation as part of Phase 2 of the Finance implementation. Once the contracts module is implemented, this task will be reviewed, with a recommendation to be made to ELT.	Not on Track	10%	Whilst high level requirements have been developed the implementation of the contract's module was not undertaken with the implementation of Financial Force. The implementation of this module will be considered within the new IS strategic plan but will be subject to funding availability. Once the contracts module is implemented, this task will be reviewed, with a recommendation to be made to ELT.

Project Management

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
1.The development (CCS) and further embedding (CoM) of a Council wide PMF, with consideration given to the following areas: a. Use of a scalable approach as referenced in Appendix 1, allowing flexibility in the processes and governance required based on the project's perceived risk or cost. b. Stage gates/hold points should be outlined. Each hold point should list the required approvals for the project to proceed. c. Reference the use of standard templates, such as the PMP template. d. The use of standardised project management tools, i.e. CAMMS (CoM) to track project budgets and variations. e. Clearly outline the governance structures including relevant roles and responsibilities. A template Responsible, Accountable, Consulted and Informed (RACI) matrix should also be developed for use in project planning to clearly outline the roles and responsibilities for significant project tasks should be completed. For reference, an example Project Close Phase RACI has been provided to Management. f. Throughout the development of the PMF, consideration should also be given to aligning the PMF to the current ICT Solution Delivery Framework (SDF) and leveraging existing tools and resources where possible.	1.1	The CoM's PMO is currently in the progress of updating the existing PMF to include more detailed project management guidelines and instructions for Project Managers. The recommendations will be included in the updated PMF. Upon completion and approval of the revised PMF, the CoM's PMO will roll out the revised framework to the ELT, SLT and Capital Works Delivery Team.	High	30/06/22	24/04/23	On Track	50%	We are progressing the PMF as planned.	Completed	100%	PMF Document is now complete and endorsed by ELT and Council. Next steps is to finalise templates and apply the governance to the program review meetings. All new projects will align with the PMF at 1st July 2023. In-flight projects will be reviewed on a case-by-case basis to balance the benefit of alignment vs the stage of the project.

Once developed the PMF should be formally implemented through communications to the Project Managers and training on the application of the PMF.	1.2	The CoM's PMO is currently in the progress of updating the existing PMF to include more detailed project management guidelines and instructions for Project Managers. The recommendations will be included in the updated PMF. Upon completion and approval of the revised PMF, the CoM's PMO will roll out the revised framework to the ELT, SLT and Capital Works Delivery Team.	High	30/06/22	24/04/23 30/06/2023	On Track	50%	All key stakeholders, including Project Managers, have been involved in the PMF development. A full training and communication plan is being developed to roll out the PMF.	Not on Track	75%	Training is planned for June. Training plan has been endorsed by ELT and will be rolled-out ahead of PMF go-live in July 2023.
The organisational wide PMF (see Joint Finding 1) provides guidelines for requirements for risk management throughout the project lifecycle.	2.1	The CoM's PMO will include the recommendation in the updated Project Management Framework. This work will progress in partnership with the Strategy and Risk Team and complement the CoM Risk Management Framework.	Moderate	30/06/22	24/04/23	On Track	50%	Further development of this recommendation is reliant on the Terms of Reference being finalised for the Enterprise PMO, along with implementing the re-configuration of our PMO System to accommodate.	Completed	100%	The endorsed PMF covers Risk Management and has been defined in collaboration with the Strategy and Risk Team.
All defects and omissions recorded are stored in a central register, including the person responsible and the timeframe for completion. This register should note defects which are past due, with these defects to be reported to Executive meetings for escalation.	3.3	CoM PMO will work together with CoM Records Management Team to implement a centralised defect register to track defects and omissions from capital works projects completed.	Moderate	31/08/2022	24/04/23	On Track	50%	This has been captured within the endorsed project lifecycle and associated documentation.	Completed	100%	This has been included within the endorsed lifecycle and PMF document. All projects will complete lessons learned from 1 st July 23 onwards. This will be captured and then reviewed and where appropriate included within the PMF going forward.
CCS/CoM Management review the outstanding observations and recommendations outlined within the 2019 Capital Project Delivery Review and the FY16/17 Capital Works Review and prioritise the completion of outstanding recommendations.	6.1	The CoM's PMO will review and coordinate the completion of outstanding actions from the FY16/17 Capital Works Review with previous and current action owners.	Low	30/05/2022	24/04/23	On Track	75%	A full review of all governance meetings, including the Capital Works meeting has been undertaken and revised ToRs and meeting agenda and reporting will be implemented. This will enable a refresh of these reviews which will incorporate revisiting previous actions.	Completed	100%	Review of all governance meetings is complete. An overall Program Review will take place from May 23 onwards, bringing DTP ELT, Capital Works and Major Projects Program review meetings together into one. With aligned and consistent reporting.
Include a standardised document retention process as part of the Framework being developed for Joint Finding 1. This should outline documents which should be retained on SharePoint.	1.1	The CoM's PMO will include the recommendations in the updated PMF with guidance from the CoM's Records Management Team	Moderate	31/07/2022	24/04/23	On Track	50%	This is progressing with the identification of key documentation required for the different stages of the lifecycle.	Completed	100%	Completed as per the endorsed PMF.
Prescribing consistent folder structures and naming conventions for project documents, i.e. use of project reference numbers.	1.2	The CoM's PMO will include the recommendations in the updated PMF with guidance from the CoM's Records Management Team	Moderate	31/07/2022	24/04/23 30/05/2023	On Track	15%	This will be covered by the EPMO following standing-up this team, in conjunction with our records team.	Not on Track	40%	This work is underway with support from the records team. In lieu of a PM system (currently under review at business case stage), this is being set up within sharepoint. This work will be complete by mid-May 23.
Implementing a document retention checklist into the close process: a. Checklist which lists key documentation to be retained in Sharepoint. b. Internal Audit identified an opportunity for the CoM to explore the capability of CAMMS to link to documentation within Sharepoint.	1.3	The CoM's PMO will include the recommendations in the updated PMF with guidance from the CoM's Records Management Team	Moderate	31/07/2022	24/04/23	On Track	50%	This has been captured as part of the gate reviews and final handover/close out within the project lifecycle. The reconfigured system will mandate document retention and the receiving party will need to sign off on that documentation.	Completed	100%	This is part of the PMF approach to gate reviews with specified documentation at each gate, commensurate with the type and classification of the project. Once a PM system has been chosen going forward, this will be adopted into the system. This has been included in the system requirements.

Refer to ISO 9001 for document retention periods. ISO 9001 is particularly critical for project quality documentation.	1.4	The CoM'S PMO will include the recommendations in the updated PMF with guidance from the CoM's Records Management Team	Moderate	31/07/2022	24/04/23 30/05/2023	On Track	15%	As per previous comment.	Not on Track	50%	Appropriate retention of records is factored into the PMF. Finalising this will take place once the Sharepoint system has been set up by mid May 23.
Continue to roll out CAMMS training to Project Managers. On a periodic basis, the use of CAMMS by Project Managers should be spot checked by PMO.	2.1	The CoM's PMO currently provides ad-hoc CAMMS training upon request by staff and the management team. Feedback on the PM's experience with the use of CAMMS is currently obtained through monthly engagements between the PMO and PMs	Low	31/07/2022	24/04/23	On Track	0%	We have received a proposal from CAMMS for the reset and reconfiguration of the system, including support and training. This is now being reviewed and a business case is in development.	Not on Track	0%	This is on hold pending a decision on the PM System.
CAMMS processes are reviewed for opportunities to: a. Streamline questions for different project types. b. Enable items included in the Project Schedule to be adjusted as the project evolves. c. Provide read-only access to closed projects to leverage previous learnings, including through the review of risk assessments and the completion of the Project Schedule.	2.2	The CoM's PMO will consider these CAMMS recommendations and prioritise its implementation based on priority and the needs of the Council.	Low	31/07/2022	24/04/23	On Track	0%	We have received a proposal from CAMMS for the reset and reconfiguration of the system, including support and training. This is now being reviewed and a business case is in development.	Not on Track	50%	This has been included within the system requirements. However, further progress is dependent on confirming which PM system we will use going forward.
Consider reviewing the capability of CAMMS to automate workflows for approvals	2.3	The CoM's PMO will consider these CAMMS recommendations and prioritise its implementation based on priority and the needs of the Council.	Low	31/07/2022	24/04/23	On Track	0%	We have received a proposal from CAMMS for the reset and reconfiguration of the system, including support and training. This is now being reviewed and a business case is in development.	Not on Track	50%	This has been included within the system requirements. However, further progress is dependent on confirming which PM system we will use going forward.

Stakeholder Management Review

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Due to the diverse nature of the CoM's stakeholders, holistic guidance on stakeholder management should be developed at an organisation level. Specific consideration should be given to the following: •Define roles & responsibilities for staff regarding stakeholder management. •Protocols for addressing specific high-level stakeholders. •Holistic principles-based guidance to all staff-levels, specifying methods and approaches for interacting with stakeholders. •Stakeholder assessment tools/criteria (See Finding 3).	1.1	Agreed that the development of a framework to provide organisational guidance would be useful. This work will progress in the second part of 2022.	Moderate	30/06/2022	31/12/2022 30/06/2023	On Track		Work area were provided 7 weeks to complete a Stakeholder relationship map at the end of 2022. Unfortunately, do to work loads many areas were unable to complete this task. We will revisit the relationship map in February when most staff are back from leave. We need this completed first to understand the current status of our relationships. Request extension to 30 June 2023.	Not on Track	25%	The Strategy and Risk team has been operating at 50% capacity, leading to delays in some work. We have a new staff members joining the team, which will free up to UM to re-commence this work, which still could possibly meet the revised due date.
See Finding 2 for recommendations relating to training and onboarding to embed a stakeholder-centric mindset and culture within the CoM.	1.2	Agreed that the development of a framework to provide organisational guidance would be useful. This work will progress in the second part of 2022.	Moderate	31/12/2022	30/06/2023	On Track		Work area were provided 7 weeks to complete a Stakeholder relationship map at the end of 2022. Unfortunately, do to work loads many areas were unable to complete this task. We will revisit the relationship map in February	Not on Track	25%	The Strategy and Risk team has been operating at 50% capacity, leading to delays in some work. We have a new staff members joining the team, which will free up to UM to re-commence this work,

								when most staff are back from leave. We need this completed first to understand the current status of our relationships. Request extension to 30 June 2023.			which still could possibly meet the revised due date.
Consideration should be given to the level of resourcing required to implement the recommendations of this report and drive continuous improvement of stakeholder management.	1.3	Agreed that the development of a framework to provide organisational guidance would be useful. This work will progress in the second part of 2022.	Moderate	31/12/2022	30/06/2023	On Track		Work area were provided 7 weeks to complete a Stakeholder relationship map at the end of 2022. Unfortunately, do to work loads many areas were unable to complete this task. We will revisit the relationship map in February when most staff are back from leave. We need this completed first to understand the current status of our relationships. Request extension to 30 June 2023.	Not on Track	25%	The Strategy and Risk team has been operating at 50% capacity, leading to delays in some work. We have a new staff members joining the team, which will free up to UM to re-commence this work, which still could possibly meet the revised due date.
Apply sufficient resources to implement appropriate onboarding/training for stakeholder management.	2.1	Agreed that onboarding and training regarding the management of key stakeholders is critical. This will be progressed but also requires recommendation 1 to be fully implemented first. This will also be completed in partnership with People and Culture.	Low	31/03/2023	30/09/2023	Not Commenced	0%	This will be a later stage in this project, and will require the completion of Action 1 first.	Not on Track	0%	This will be a later stage in this project, and will require the completion of Action 1 first.
Conduct training and onboarding sessions specifically for staff in stakeholder facing roles, with specific consideration of the following: •The importance of stakeholder management, benefits and examples of poor management. •Key stakeholders of the CoM. •Situations where stakeholder management is required (including tailored and relevant examples for each business unit). •Who is best positioned in the CoM to consult on stakeholder management issues.	2.2	Agreed that onboarding and training regarding the management of key stakeholders is critical. This will be progressedbut also requires recommendation 1 to be fully implemented first. This will also be completed in partnership with People and Culture.	Low	31/03/2023	30/09/2023	Not Commenced	0%	This will be a later stage in this project, and will require the completion of Action 1 first.	Not on Track	0%	This will be a later stage in this project, and will require the completion of Action 1 first.
It would also be recommended that the CoM consider additional communication and high-level guidance to all levels of staff, to identify why stakeholder management is important.	2.3	Agreed that onboarding and training regarding the management of key stakeholders is critical. This will be progressed but also requires recommendation 1 to be fully implemented first. This will also be completed in partnership with People and Culture.	Low	31/03/2023	30/09/2023	Not Commenced	0%	This will be a later stage in this project, and will require the completion of Action 1 first.	Not on Track	0%	This will be a later stage in this project, and will require the completion of Action 1 first.
Implement an organisation-wide campaign to foster a stakeholder-centric mindset and culture within the CoM.As part of this, the CoM could designate a network of 2-4 internal 'champions' to oversee stakeholder management within the CoM and act as a point of contact for all stakeholder-facing staff.	2.4	Agreed that onboarding and training regarding the management of key stakeholders is critical. This will be progressed but also requires recommendation 1 to be fully implemented first. This will also be completed in partnership with People and Culture.	Low	31/03/2023	30/09/2023	Not Commenced	0%	This will be a later stage in this project, and will require the completion of Action 1 first.	Not on Track	0%	This will be a later stage in this project, and will require the completion of Action 1 first.
Implement a policy to ensure that SEPs are developed for all CoMprojects and plans.	3.1	This recommendation needs to feed into the review of the Project Management Framework. The Strategy and Risk team will work with the Project Management Office (PMO) regarding the information	Low	31/12/2022	30/09/2023	On Track		Work is still continuing on the Project Management work and am working with consultant to ensure alignment.	Not on Track	20%	Work is still continuing on the Project Management work and am working with consultant to ensure alignment. Requires development of register and processes first.

		to be included during development of the SEPs.									
Review the current methodology for developing SEPs and adapt to include further detail, with specific consideration of the following: •Additional detail in the plan for engaging with each stakeholder. •Include whether the stakeholder supports or opposes the plan. •Assessment of the stakeholders to identify areas of risk or potential issues arising. •Frequency and level of detail delivered to the stakeholder. •Prioritisation of each stakeholder due to Influence/importance.	3.2	This recommendation needs to feed into the review of the Project Management Framework. The Strategy and Risk team will work with the Project Management Office (PMO) regarding the information to be included during development of the SEPs.	Low	31/12/2022	30/09/2023	Not Commenced	0%	Will also need to work with Community Engagement area to develop this, but await the stakeholder relationship map first.	Not on Track	0%	Will also need to work with Community Engagement area to develop this, but await the stakeholder relationship map first. Requires development of register and processes first.
Using the current register as an initial base, continue to populate for the key stakeholders in the organisation. The register could then be used in the future to assist with the implementation of a digital CRM system.	PIO1.1	Further work needs to progress regarding the opportunities to use Salesforce as a stakeholder management tool. In the interim, the top 20 key stakeholder map will be produced but this is only a short term measure with a long term approach required.		31/12/2022	30/09/2023	Not Commenced	0%	This will be decided by the ELT when the stakeholder relationship map has been completed.	Not on Track	0%	This will be decided by the ELT when the stakeholder relationship map has been completed.
Utilise the register as a 'safety net' for leadership staff to periodically assess and ensure the critical stakeholders are recorded and overlaps between business units are identified.	PIO1.2	Further work needs to progress regarding the opportunities to use Salesforce as a stakeholder management tool. In the interim, the top 20 key stakeholder map will be produced but this is only a short term measure with a long term approach required.		31/12/2022	30/09/2023	Not Commenced	0%	This will be decided by the ELT when the stakeholder relationship map has been completed.	Not on Track	0%	This will be decided by the ELT when the stakeholder relationship map has been completed.
In the interim, the top 20 key stakeholders could be identified across the CoM, including information such as: •Internal relationship owner •Stakeholder's strategic alignment •Strength of relationship	PIO1.3	Further work needs to progress regarding the opportunities to use Salesforce as a stakeholder management tool. In the interim, the top 20 key stakeholder map will be produced but this is only a short term measure with a long term approach required.		31/12/2022	30/09/2023	Not Commenced	0%	This will be decided by the ELT when the stakeholder relationship map has been completed.	Not on Track	0%	This will be decided by the ELT when the stakeholder relationship map has been completed.
Internal Audit recommends the CoM review the current approach for engaging Indigenous communities, with specific consideration to the following: •Consider the re-allocation of RAP oversight, implementation and indigenous communities engagement tasks previously performed by the Team Leader – Community Cultural Development and the Living Kurna Cultural Centre Coordinator to existing roles within the organisation. •Continuation of the Warriparinga Advisory Team to assist with the current engagement challenges faced by the CoM. •Engage an 'Indigenous employment specialist' to achieve improved engagement and services purchased from Indigenous business.	PIO2.1	Agreed. The improvements listed within this PIO will be further considered.		31/12/2022	30/09/2023	Not Commenced	0%	Further research indicated that the Warriparinga Advisory Team TOR does not include assisting with engagement and presents a challenge in delivery of this part of this action. We are exploring other opportunities for indigenous engagement, as detailed below. As per last update, the SLT are aware there is a gap in CoM in this space. Research continues about the options to move this forward, whether a formal s41 Committee be established as other Councils have done, dedicated staffing, or a regional approach. This will continue to evolve with the Stakeholder Management Framework work.	Not on Track	0%	No further progress has been made on this action.

Collaborative Community Consultation

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Both Councils develop translated content to be provided to residents, based on the top three spoken languages in the Council area.	J1.1	The CoM will explore translated content option and discuss with the CCS on further insight into their systems.	Moderate	28/02/2023	30/09/2023	Nil	Nil	Nil – incorrectly did not track joint findings	Not on Track	0%	Procurement for dedicated community engagement online platform commencing (Making Marion - currently on Granicus platform). This will determine which options for translation are available. New contract due to expire September 30.
Both Councils utilise the census data to identify Council areas which may have low digital literacy or low access to the internet to develop tailored offline consultation methods.	J1.2	Census data will be used to create a map identifying digital literacy levels in each Council Ward to assist in the planning of engagements, particularly to guide engagement methods.	Moderate	31/12/2022		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Using existing .ID software to do this. Completed 31/12/2022
The CoM to consider hosting in-person meetings specifically for the aging population who may have limited digital literacy. Meetings could include attendance from Councillors and/or Elected Members to promote community relationship development.	J1.3	The CoM will place greater focus on in-person meetings, specifically with Engagement/Events pop-up van to be used to facilitate on-site pop-up meetings.	Moderate	28/02/2023		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Events van not endorsed by Council for funding. Inclusion of method selection in templates with focus on face-to-face. Completed 28/02/2023
Accessibility should be formally considered by both Councils during the community consultation planning process and may include: a) Consideration of partnership opportunities with local disability organisations in the Council area to develop material that is accessible for people with disabilities (e.g. have low vision, are deaf or have an intellectual disability). b) Inclusion of accessibility add-ins to the Your Say Charles Sturt and Making Marion websites. c) For face-to-face events, consider accessibility of location, transport options nearby, sign language and translators for larger events. d) Discuss with the IT team to research accessibility add-ins or applications that could be added to the Making Marion and Your Say Charles Sturt websites.	J1.4	Accessibility will be included in the planning templates for community engagement.	Moderate	28/02/2023		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Included in 'what does good look like' section of planning template. Completed 28/02/2023
The CoM develop a reporting template and checklist to ensure that key items are included, and reporting is consistent. This may be developed with consideration of the CCS reporting template.	J2.1	A plan reporting template and checklist will be rolled out across the Council with training provided to business units	Low	22/12/2022	30/06/2023	Nil	Nil	Nil – incorrectly did not track joint findings	Not on Track	50%	Templates and checklist complete. Training plans underway. We were waiting to have Charter signed off by Minister to include but will now push on without.
The CCS and CoM adopt template reports to be dependent on the complexity of each consultation project.	J2.2	A plan reporting template and checklist will be rolled out across the Council with training provided to business units	Low	22/12/2022	30/06/2023	Nil	Nil	Nil – incorrectly did not track joint findings	Not on Track	50%	Templates and checklist complete. Training plans underway. We were waiting to have Charter signed off by Minister to include but will now push on without.
Develop standardised design for brochures and letters to ensure consistency of formatting and structure	J2.3	A plan reporting template and checklist will be rolled out across the Council with training provided to business units	Low	22/12/2022	30/06/2023	Nil	Nil	Nil – incorrectly did not track joint findings	Not on Track	50%	Templates and checklist complete. Training plans underway. We were waiting to have Charter signed off by Minister to include but will now push on without.
Improve the community's education and awareness by: a) Developing social media posts outlining the community consultation process and purpose b) Including on marketing material a blurb such as "Community Consultation process is part of obtaining your feedback, and does not determine the outcome	JPIO.1.1	The CoM will commit to closing the loop in project plans, with feedback survey included in the closing the loop process.		22/12/2022		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Included in process Completed 28/02/2023

of projects.” c) Involving Elected Members as advocates and create opportunities to engage the community early in the project.											
Capture feedback from the community more consistently by: a) Requesting feedback on community consultation process where appropriate b) Inclusion within closing the loop to capture feedback from participants/community where appropriate c) Inclusion of a query to address the community's preferred method of engagement where appropriate	JPIO1.2	The CoM will include a question on the preferred method of engagement on the Making Marion sign up form		22/12/2022		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Included in sign up form Completed 24/04/2023
Capture feedback from the community more consistently by: a) Requesting feedback on community consultation process where appropriate b) Inclusion within closing the loop to capture feedback from participants/community where appropriate c) Inclusion of a query to address the community's preferred method of engagement where appropriate	JPIO1.3	The CoM will explore opportunities with bulk text messaging.		22/12/2022		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Have explored. No budget allocated yet. Completed 22/12/2022
Distinguish between the administrative function and Elected Members responsibilities with regards to community consultation and communication, and formally document this	JPIO 2.1	The CoM will involve Elected Members in pop-up meetings, utilising the pop-up van.		22/12/2022		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	Van has not been endorsed by Council, however, pop-up meetings will continue to occur as part of community engagement activities. Action to be closed Completed 28/04/2023
Consideration of opportunities and protocols for Elected Representatives to engage as advocates with the community, which may include: a) Radio advertisements, including community radio. b) Attending Community Events c) Linking particular Elected Members to specific events/projects d) Social media posts (depending on the policies of the Council), directed by the Council	JPIO 2.2	The CoM Major will be the spokesperson on social media and mainstream media.		22/12/2022		Nil	Nil	Nil – incorrectly did not track joint findings	Completed	100%	This happens and will continue to do so. Completed 22/12/2022
Consideration of opportunities and protocols for Elected Representatives to engage as advocates with the community, which may include: a) Radio advertisements, including community radio. b) Attending Community Events c) Linking particular Elected Members to specific events/projects d) Social media posts (depending on the policies of the Council), directed by the Council	JPIO 2.3	Webinars with relevant Elected Members will be used as an engagement method		28/02/2023	30/06/2023	Nil	Nil	Nil – incorrectly did not track joint findings	Not on Track	0%	We will investigate the appetite from Council Members for this type of engagement in the future.
Develop an overarching calendar highlighting proposed community consultation projects for the year and established timeframes. This should also include: a) Proposed Council endorsement dates. b) Any additional rounds of community consultation required for multi-stage projects.	1.1	The CoM will roll out a calendar identifying the all of Council's community engagement activities for the year.	Low	28/02/2023		On Track	60%	Finalising some minor shareability issues and aligning with events calendar	Completed	100%	Calendar complete Completed 27/02/2023
Develop and provide consultation awareness training to staff.	1.2	The updated Community Engagement Framework will be presented to business units along with delivery of consultation awareness and training.	Low	28/02/2023	31/3/2023 31/10/2023	Not Commenced	50%	Draft in progress. However requesting due date extension to 31/10/2023 due to Community Engagement Charter not being signed off by Local Government Minister. The Charter will dictate how all Councils must perform	Not on Track	50%	Propose to delay framework until policy and procedure are endorsed (can be updated in line with Charter once passed).

								Community Engagement therefore the CoM Framework and CoM Public Consultation Policy will be heavily guided by this. Consultation awareness and training can be complete in the interim. 50% progress relates to first draft Framework and awareness training planned and ready to roll out.			
A budget is developed for community consultation projects and included within the Community Engagement Plan. Further consideration whether this is an internal cost or included within the project budget should be performed.	1.4	Discussions on best processes to manage project budgets will be held with the Engagement Leadership Team.	Low	28/02/2023		Not Commenced	90%	Discussions held. Budget planning for community consultation on major projects is now required by PMs under the New Enterprise Project Management Framework (EMPF). EMPF awaiting endorsement.	Completed	100%	Endorsed by Council (GC230411R11.4) Completed 11/04/2023

Volunteer Management

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
The CoM reviews the policies and handbook to ensure there is clear documentation on the expectations around record keeping.	1.1	Management agree that these recommendations are achievable. The incoming person to this role (while the present incumbent takes 12 months leave), along with the support of our Volunteer Managers in the business, will review these recommendations and ensure they are implemented.	Moderate	30/09/2023		Nil	Nil	Nil	On Track	0%	Commencement delayed due to resource availability, however still on track to completed by due date.
Quality spot checks are performed on a sample of volunteer records within Better Impact	1.2	Management agree that these recommendations are achievable. The incoming person to this role (while the present incumbent takes 12 months leave), along with the support of our Volunteer Managers in the business, will review these recommendations and ensure they are implemented.	Moderate	30/09/2023		Nil	Nil	Nil	On Track	0%	Commencement delayed due to resource availability, however still on track to completed by due date.
Further education and awareness is provided to relevant staff on the requirements of required volunteering documentation and documentation retention practices, including the purpose and use of Better Impact.	1.3	Management agree that these recommendations are achievable. The incoming person to this role (while the present incumbent takes 12 months leave), along with the support of our Volunteer Managers in the business, will review these recommendations and ensure they are implemented.	Moderate	30/09/2023		Nil	Nil	Nil	On Track	0%	Commencement delayed due to resource availability, however still on track to completed by due date.
Internal Audit recommends that the COM develop and implement a council-wide process to capture and learn from volunteer feedback.	PIO1.1	Whilst we are comfortable with the current survey process in place, further consideration will be given as to how this recommendation can implemented.		30/06/2023	31/08/2023	Nil	Nil	Nil	Not on Track	0%	Commencement delayed due to resource availability, however still on track to completed by due date. Volunteer Feedback is gathered in July and has been done so every year, so would be unable to process this action by completion date noted
Internal Audit recommends that the CoM review the Volunteer Strategy objectives and KPIs and ensure supporting policies and procedures sufficiently cover these key areas.	PIO2.1	Management agree that this recommendation is achievable. The incoming person to this role (while the present incumbent takes 12 months leave), along with the support of our Volunteer Managers in the business, will review this recommendation and ensure it is implemented.		30/09/2023		Nil	Nil	Nil	On Track	0%	Commencement delayed due to resource availability, however still on track to completed by due date.
Internal Audit recommends that the CoM consider the implementation of co-design principles within the process of future improvement or development of the CoM volunteer program/s.	PIO3.1	Management agree that this recommendation is achievable. The incoming person to this role (while the present incumbent takes 12 months		31/12/2023		Nil	Nil	Nil	On Track	0%	Commencement delayed due to resource availability, however still on track to completed by due date.

		leave), along with the support of our Volunteer Managers in the business, will review this recommendation and ensure it is implemented.									
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Digital Transformation Program

RECOMMENDATION	ACTION #	AGREED MANAGEMENT ACTION	AUDITOR RISK RATING	ORIGINAL ACTION COMPLETION DATE	FORECASTED ACTION COMPLETION DATE	PREVIOUS QUARTER ACTION PROGRESS	PREVIOUS QUARTER ACTION PROGRESS %	PREVIOUS QUARTER ACTION PROGRESS (COMMENTS)	ACTION PROGRESS	ACTION PROGRESS %	ACTION PROGRESS (COMMENTS)
Allow adequate planning and preparation to source resources with the necessary skillsets for each project. This will then need to be resourced from either internal resources with backfill into the business as usual (BAU) roles (contractors) or contract external resources direct to the projects and use business resources as Subject Matter Experts (SME). The backfill will enable business and project continuity should a resource be re-allocated or a position becomes vacant. This will also assist with resource contention between BAU and project work.	1.1	Notwithstanding that the CoM's project management framework is still under development, all new ICT projects will be using a project management discipline with currently available tools and templates tailored for ICT projects. The budget development will include a requirement for articulating the funding required for business area backfill, CoM project management and administration, Vendor Implementation, licensing and ongoing BAU costs. The implementation of a revised Information services structure in December 2022 will also assist in ensuring adequate resourcing.	High	30/06/2023		Nil	Nil	Nil	Completed	100%	All new ICT projects are using a project management discipline with currently available tools and templates tailored for ICT projects. The budget development will include a requirement for articulating the funding required for business area backfill, CoM project management and administration, Vendor Implementation, licensing and ongoing BAU costs. The implementation of a revised Information services structure in December 2022 will also assist in ensuring adequate resourcing.
Potentially look at a delivery partner model to divest the risk of program resourcing. By engaging a delivery partner, the CoM can tap into resources that have the necessary skillset to assist with the current projects. This will provide a consistent program workforce, especially given the tight employment market.	1.2	Any new projects moving forward will consider the benefits of delivery partners.	High	Completed		Nil	Nil	Nil	Completed	100%	As part of the benefit realisation phase we will consider using external delivery partners.
Develop and implement a project approval process for each project outlining: a) The roles and responsibilities b) Clear reporting lines c) Approval process workflow.	2.1	Whilst the ICT projects have a discreet set of templates and tools tailored to ICT requirements, all ICT projects will apply the governance, decision making and reporting requirements outlined in the CoM's upcoming Project Management Framework which includes roles and responsibility, reporting lines and approval processes.	High	30/06/2023		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Provide further information within the decision log document, capturing: a) Details of the decision b) Proposed completion date c) Responsible party or parties d) Status e) Closing remarks or action conducted.	2.2	The ICT projects management tools and templates now includes a decision log.	High	Completed		Nil	Nil	Nil	Completed	100%	Decision log were previously used, but greater attention on ensuring decision are maintained correctly
Prioritise internal planning for requirements gathering prior to go-to-market. When business requirements span across business units or functions, a business process approach should be followed to gather the functional and business needs. This will enable the process to inform the business and data requirements across functions and prevent siloed requirements and data.	3.1	1 & 2.High level requirements gathering as part of the business case development and then as required, detailed requirements gathering with those considered mandatory clearly identified and incorporated in tender documents.	High	Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Provide more focus on requirements (mandatory) in the Procurement Procedure, highlighting it as an importance process in defining the scope of the system.	3.2	1 & 2.High level requirements gathering as part of the business case development and then as required, detailed requirements gathering with those considered mandatory clearly identified and incorporated in tender documents.	High	Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Ensure all key stakeholders and SMEs are involved in the	3.3	Stakeholder mapping which will identify SMEs and others that are required to be	High	Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM

requirement scoping. Identify which stakeholders should be involved and at what stage of the process. A validation meeting should be included to confirm that the requirements meet business needs. All requirements should be endorsed by the key business stakeholders defined in the project development plan and approved by the business owner.		engaged in requirement scoping and signoff.									
Ensure all key stakeholders and SMEs are involved in the requirement scoping. Identify which stakeholders should be involved and at what stage of the process. A validation meeting should be included to confirm that the requirements meet business needs. All requirements should be endorsed by the key business stakeholders defined in the project development plan and approved by the business owner.	3.4	The CoM is currently developing an IS Strategy that will help define the current and future CoM enterprise architecture moving forward.	High	30/06/2023		Nil	Nil	Nil	On Track	40%	High-level concepts have been captured and priorities understood.
Appoint an EA to the program to govern integration, including defining the system reference architecture and integration patterns.	4.1	An Enterprise Architect will be engaged as required to provide program governance over integration of the program.	High	30/06/2023		Nil	Nil	Nil	On Track	10%	Tender currently in development for an consultancy to advise on an integration strategy which will be resourced with enterprise architecture skills is a priority for our new Senior Project Manager
Develop a formalised integration strategy to guide the program and projects. The strategy should provide clear direction and guidance on what is required to create a successful integration between systems.	4.2	An integration strategy to help guide future projects will be developed.	High	31/03/2023	30/09/2023	Nil	Nil	Nil	Not on Track	10%	Tender currently in development is a priority for our new Senior Project Manager. Target date now 30/9/23 due to resource constraints and requirements to seek quotation from 3 vendors min. Firm will be engaged by 30 June 2023, development of strategy by Sept 2023 with implementation during following years subject to budget availability.
Review the integration phase from successfully completed projects and capture any key actions that can be replicated in the current programs. Provide documentation outlining key areas of improvement and aspects that made the integration successful to reduce risks related to the integration phase.	4.3	The integration strategy will include reference to integration post implementation reviews and continuous improvement.	High	31/03/2023		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Consideration of the ongoing operating model for integration aspects.	4.4	The integration strategy will include the requirement for an application support framework to be developed for each project as they transition into BAU.	High	31/03/2023	30/09/2023	Nil	Nil	Nil	Not on Track	10%	Tender currently in development is a priority for our new Senior Project Manager. Target date now 30/9/23 due to resource constraints and requirements to seek quotation from 3 vendors min. Firm will be engaged by 30 June 2023, development of strategy by Sept 2023 with implementation during following years subject to budget availability.
Utilise previous Change Management Model/Framework to provide consistent change management across the program.	5.1	The CoM will be utilising the recommended Change Management Framework across all future projects.	Moderate	Completed		Nil	Nil	Nil	Completed	100%	The strategy will include this but this action is now underway as part of the implementation of the Project Management Framework.
Develop a Change Management Plan which aligns with the current Change Management Model/Framework. The document needs to be formalised and should outline: a. Risks mitigation strategies b. Stakeholder Communication Plan c. Training/awareness of the system’s functionalities.	5.2	Change management plans are now in place for projects not yet completed.	Moderate	Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Ensure that opportunities for improvement are provided sufficient Change Management time and effort to succeed.	5.3	As part of the existing suite of ICT project management tools and templates there will be confirmation of the time required for effective change management activities.	Moderate	Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects

Internal Audit recommends the CoM to conduct a gap analysis to identify whether a fit-for-purpose or best-of-breed approach would be most suitable for the project. The analysis should consider whether a tailored system would best address the CoM needs and requirements. This should be captured within the Enterprise Architecture and have clearly defined principles to govern decisions.	PIO1.1	Future projects will consider both “fit-for-purpose” and “best-of-breed” approaches. Steps have already been made to integrate these processes into future project delivery.		Completed		Nil	Nil	Nil	Completed	100%	We have reviewed all existing systems and considered both fit-for-purpose and best-of-breed. It's important that IT Strategy builds on the significant investment in time and money that has already been made.
Create a more collaborative environment by engaging Project Board Members to actively participate and provide feedback.	PIO1.1	The composition of Project Board Meetings as outlined in the upcoming CoM Project Management Framework ensures there is representation from the Business in addition to the technical skill set. Current operating approach for Project Boards is being modified to ensure there is more engagement with the business leads negating the need for a glossary of technical terms.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Create a glossary of technical terms to be released to all stakeholders.	PIO2.1	The composition of Project Board Meetings as outlined in the upcoming CoM Project Management Framework ensures there is representation from the Business in addition to the technical skill set. Current operating approach for Project Boards is being modified to ensure there is more engagement with the business leads negating the need for a glossary of technical terms.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Ensure the focus of the Project Board Meetings is on business outcomes and benefits.	PIO2.3	The composition of Project Board Meetings as outlined in the upcoming CoM Project Management Framework ensures there is representation from the Business in addition to the technical skill set. Current operating approach for Project Boards is being modified to ensure there is more engagement with the business leads negating the need for a glossary of technical terms.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Project Managers to re-assess their project and provide a more realistic timeline based on current issues and risks that has been presented.	PIO3.1	Future projects will be defined and managed in accordance with these recommendations.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Work through an unconstrained plan and then apply business constraints to assess the impact of the timelines; budget, resources, quality, business calendar, contract end dates, etc.	PIO3.2	Future projects will be defined and managed in accordance with these recommendations.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Go-Live approvals to be handled by the Project Board Members with the consultation of Business Owners and key stakeholders.	PIO3.3	Future projects will be defined and managed in accordance with these recommendations.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects
Internal Audit recommends the CoM utilise a Business Process Framework to provide guidance for the mapping out of business process based on desired state to provide clear direction in the configuration of the newly procured systems. CoM should look to leverage new systems and technology that provide ‘out of the box’ processes and capabilities, i.e. Finance, HCM... etc. This can assist in transforming, improving current issues, frustrations and removing ‘process contention’.	PIO4.1	Future projects will be defined and implemented in accordance with these recommendations.		Completed		Nil	Nil	Nil	Completed	100%	This has become part of our ways of working within the IS and ICT departments at the CoM when managing projects

7.2 Sam Willoughby International BMX Claim Update

Report Reference	FRAC230516R7.2
Originating Officer	Unit Manager Strategy and Risk – Maddie Frew
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

List any relevant report references - optional field, remove table and heading if not required

Report Reference	Report Title
FRAC221011	Sam Willoughby BMX Track Claim Progress Update

REPORT OBJECTIVE

The purpose of this report is to provide the Finance, Risk and Audit Committee (FRAC) with an update on the Sam Willoughby BMX Track Insurance Claim outcome.

EXECUTIVE SUMMARY

In January 2022, during a two-day event at the opening of the Sam Willoughby International BMX Track, the track was significantly damaged and subsequently a claim was lodged with the LGA Asset Mutual Fund. Due to the complexity of the incident and multiple stakeholders involved, the claim took many months for the assessors to investigate. On 30 September 2022, the City of Marion received the assessor's final determination, being that the indemnity cannot be granted. At their October 2022 meeting, the FRAC determined that the Council should dispute this determination. A letter of dispute was sent to the LGA Asset Mutual Fund in December 2022. On 16 March 2023, the City of Marion received a letter which confirmed that the Scheme was not able to indemnify the claim.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

- 1. Notes the LGA Asset Mutual Fund letter dated 16 March 2023.**
- 2. Notes that no further action on this matter will be undertaken, and that repairs to the Sam Willoughby International BMX track are underway.**

DISCUSSION

The background of this claim can be found in the above-mentioned report which was presented to the Finance, Risk and Audit Committee (FRAC) in October 2022. At this meeting, the FRAC determined that the Council should dispute the determination or the LGA Asset Mutual Fund (LGA AMF), which had found that indemnity could not be granted.

In December 2022, a letter of dispute was sent by Tony Harrison to the LGA AMF (see Attachment 1). The two areas of dispute that were put to the LGA AMF were:

- that the City of Marion at all times complied with the advice of Partek through Living Recreation regarding the appropriate curing time.
- Unprecedented rainfall in January 2022.

On 16 March 2023, the City of Marion received a letter back from the LGA AMF (see Attachment 2) who reiterated their original finding, in that the *'Fund does not cover damage cause by or arising out of wear and tear, gradual deterioration, faulty workmanship or materials, inherent vice or latent defect, error or omission in design, plan or specification or failure in design.'* In closing, they confirmed that the LGA AMF are not able to indemnify the claim.

With no further avenues likely to result in a successful outcome, this letter brings this matter to close. Work on the Sam Willoughby International BMX Facility is currently being completed to repair damages and complete the track works.

ATTACHMENTS

1. Co M Letter to LGA Asset Mutual Fund P R 0034569 Sam Willoughby International BMX Facility Dec 2022 [7.2.1 - 2 pages]
2. LGA AMF response to City of Marion Sam Willoughby BMX Facility P R 0034569 March 2023 [7.2.2 - 3 pages]

21 December 2022



Mr Tony Gray
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Dear Mr Gray

Re: PR0034569 – Sam Willoughby International BMX Facility

Thank you for the letter from the LGA Asset Mutual Fund, dated 30 September 2022 (LGAAMF letter), where it was outlined that indemnity for the above-mentioned claim could not be granted.

With respect to the LGAAMF, we find this outcome to be unsatisfactory and write to lodge our dispute on this matter. For the purposes of commencing the review process on this decision, I outline for your consideration the specifics of our disputed points:

Curing time

The LGAAMF letter provides the outcome of a verbal discussion between the appointed assessor, Andrew and Trent Lupton from Living Recreation. Given so much of this conversation has been referenced in the LGAAMF letter, it appears that the assessor has relied on this verbal conversation to a great extent and that other information provided was not given as much due weight.

One such statement provided in the LGAAMF Letter, quoting Trent Lupton, states:
Lupton commented that the wear course and track was used too early. Lupton expected a catastrophic failure of the track and in his opinion, it performed better than expected. They were expecting worse damage to the track.

The City of Marion find this commentary completely unsatisfactory and disputes this finding.

At all times, the City of Marion complied with the advice of Partek through Living Recreation. We were advised via e-mail that Living Recreation would complete the track by COB 19 January 2022 and was further advised 'that the track is not [to be] utilised/trafficked/ridden until at least 6pm Thursday night (20/01/22)'. Whilst the finding may be that there was inadequate curing time, the City of Marion was never informed of this. This is evidenced in the following media report following the event:

- Living Recreation confirmed the track was 'event ready'
- the BMX accreditator, Luke Madill stated that the track 'did meet National Standards' and they were happy with the track design and build and not concerned prior to the event (<https://www.youtube.com/watch?v=5FiSBnrr8hM>).

At no point was the City of Marion advised by Living Recreation that they 'expected a catastrophic failure of the track'. If they believed this, why did they not inform the City of Marion?

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people as the traditional and continuing custodians of the land.



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Unprecedented rainfall

It is the City of Marion's view that the unprecedented rainfall at this time was the main cause of the track failure. In the lead up to and during the event, Adelaide experienced an unprecedented January rainfall. January 2022 was the fourth-wettest January on record for the state, and between the 21-24 January 2022 many sites recorded their highest January daily rainfall on record ([South Australia in January 2022 \(bom.gov.au\)](https://www.bom.gov.au)).

City of Marion was informed that due to the weather the permanent asphaltting of the berms could not be completed in the conditions, as detailed in the Turner and Townsend report:

Due to unsuitable weather conditions in the two weeks prior to PC [Practical Completion], the asphaltting of the berms could not be completed. As a result, it was agreed by the Project Team (and approved by CoM), that LR [Living Recreation] would apply a temporary wearing course to the berms which would provide a suitable track surface for racing during the Opening Event (refer SI 95). Following conclusion of the Opening Event, it was agreed Partek / LR would return to site to complete the balance of their Contract works (asphaltting of the berms).

This course of action was accepted and approved by the UCI for the Nationals event.

Whilst a concern regarding the weather was raised with respect to the berms, this concern was not raised for the wearing course of the track.

Despite the weather, the event went ahead on 22 January 2022, and bikes continued to race on the track during the significant rain. The City of Marion agrees that AusCycling should have cancelled the event in accordance with the UCI guidelines, however this decision was not made by the event host, AusCycling.

Summary

It is the City of Marion's firm view and basis of our dispute that the causation of the failure of the Sam Willoughby International BMX Facility track was due to unprecedented rainfall during track works and the event.

We look forward to discussing this matter with the Scheme further and resolving this matter.

Yours sincerely


Tony Harrison
Chief Executive Officer

The City of Marion acknowledges it is part of Kaurna land and recognises the Kaurna people as the traditional and continuing custodians of the land.



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16 March 2023

Tony Harrison
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Dear Mr Harrison,

PR0034569 – Sam Willoughby International BMX Facility

We acknowledge receipt of your letter dated 21 December 2022 regarding the LGA Asset Mutual Funds determination of the above claim and your request for a review.

To assist with your request to review the claim we sought an external independent review of the file from our reinsurer. The outcome of the review is set out below, provided together with a copy of the report obtained from Imparta Engineers.

The City of Marion's points of dispute are outlined below:

Curing time

The assessor relying on a verbal conversation and that other information provided was not given much weight. The City of Marion believe they complied with the advice of Partek through Living Recreation and that they were advised via email that the track would be completed by COB 19 January 2022 and were further advised that the track was not to be utilised/trafficked/ridden until at least 6pm Thursday night, 20 January 2022. The City of Marion state that they were never informed that there was inadequate drying time and at no point they were advised by Living Recreation that they expected catastrophic failure of the track.

Information from Imparta Engineers report (page 3) *"We understand that the final layers of the wear course were only applied to the track on or about 19 January 2022, and the track was 'handed over' by Partek to the City of Marion at 4pm on 20 January 2022".*

(page 5 & 6) "By the time of preparing this report, details of the track's wear course construction had not been received from the subcontractor that laid it – Living Rec – despite requests being made for details. Living Rec were reluctant to release details of what they considered to be their intellectual property in relation to track construction and products used.

However, we understand that the wear course is typically constructed by building up layers of sand material combined with a polymer-based liquid adhesive. This adhesive requires a curing period the length of which, according to anecdotal information obtained during discussions with the subcontractor, is dependent on the prevailing weather conditions. For instance, during drier, warmer weather, the curing period required may be less than during wetter/more humid and/or cooler weather. No specific information on required minimum curing times were provided, but it appears the time is more likely to be counted in weeks, not days or hours.

Based on this information, it appears that the relatively short time between when the final coloured wear coat was applied and when the track was first trafficked by cyclists was much less than the curing time anecdotally recommended for this system.

Consequently, based on the available information, it appears very likely that initial deterioration of, and damage to, the wear course was suffered because the track was trafficked before the wear course had been allowed sufficient time to cure. In other words, it was ridden on too early, and before the wear course product was ready."

Information from Turner and Townsend Report (page 05) *"Based on the information provided and advice received from the UCI, CoM and LR, the excessive damage caused to the track appears to be a result of a number of contributing factors, including: inclement weather, lack of clear design documentation with respect to crossfalls and track drainage,*

incorrect removal of standing water from the track, poorly applied wearing course to the berms (temporary), compressed curing time and generally riding of the track during such adverse weather conditions.

Whilst City of Marion may have not been provided adequate specific information from Partek around curing times, the information obtained from investigations post-event failure is that curing time was a contributing factor to the failure of the track.

Unprecedented rainfall

It is the City of Marion's view that unprecedented rainfall at this time was the main cause of the track failure. City of Marion was informed that due to the weather the permanent asphaltting berms could not be completed in the conditions, as detailed in the Turner & Townsend Report, which states that it was agreed by the Project Team (and approved by City of Marion) that Living Recreation would apply a temporary wearing course to the berms which would provide a suitable track surface for racing during the opening event and it was agreed that Partek/Living Recreation would return to site to complete the balance of their Contract works (asphaltting of the berms). Whilst a concern regarding the weather was raised with respect to the berms, this concern was not raised for the wearing course of the track.

Our view based on investigative reports obtained is that the rainfall, whilst may have been unprecedented is considered a contributing factor but not the main causation to the tracks failure, rather the inadequate curing time being allowed and subsequently damage caused by riders training on the track prior to the race meet, which has likely caused tears/holes in the wear course top layer in some areas and defective or faulty workmanship in the construction of the polymer coating system or wearing course.

Furthermore it appears correct procedures were not followed for the removal of excess water, we refer to Townsend & Turners Report (page 7) *"that during the AusCycle event, volunteers used outdoor brooms to sweep the water from the track. The UCI BMX 2017 Track Guide (Surface Maintenance During Events Page 43 states rubber bladed (sic) squeegees should be used for pushing water off the track surface."*

The UCI guidelines referenced within the Contract, specifically pages 15-16, make the following recommendations with regards to Track Maintenance after Construction, stating:

- o Do not ride on the track when it is very wet; this will help prevent ruts from forming*
- o If puddles appear on the track surface during rain, it is important not to sweep away the water. Let the puddle dry and if needed, cover the area with a little bit of spare surface material and pack it*
- o Common damaged areas must be treated with special care; This is especially important in the period after the track is first built; the surface will continue to harden with use; however, after construction, the surface will be more susceptible to damage than usual.***

Outcome of Review

The conclusion from both Imparta Engineers and Turner and Townsend are consistent that the track has failed for the following reasons:

- The nature of the wear course.
- Inadequate curing time.
- Damage caused by riders training prior to the race meet.
- Damage caused by riders during the event.
- Ongoing use after initial damage during rainfall.
- Unclear design documentation with respect to crossfalls and crack drainage.
- Incorrect removal of standing water from the track.
- Poorly installed wearing course to the berms.
- Inclement weather.
- Compressed curing time.
- Use of the track during adverse weather conditions.

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This then resulting in consequential damage due to rainwater ingress through damaged areas of the wear course.

The Fund does not cover damage cause by or arising out of wear and tear, gradual deterioration, faulty workmanship or materials, inherent vice or latent defect, error or omission in design, plan or specification or failure in design.

As no additional information has been provided to date for our consideration, the decision to not grant indemnity for this claim is maintained for the reasons above and previously specified in the original letter dated 28 September 2022.

In closing whilst sympathetic to the circumstances and not being able to indemnify the claim, we strongly recommend City of Marion consider pursuing a claim under the Contracts Works policy of Partek/Living Recreation, given the defects would fall within the warranty period.

Yours sincerely,



Tony Gray
General Manager

7.3 Digital Transformation Program - Quarterly Status Update

Report Reference	FRAC230516R7.3
Originating Officer	Chief Information Officer – Marcel Althoff
Corporate Manager	N/A
General Manager	General Manager Corporate Services - Angela Allison

REPORT HISTORY

List any relevant report references - optional field, remove table and heading if not required

Report Reference	Report Title
FRAC230221R8.2	Digital Transformation Program Update
FRAC221011R8.3	Digital Transformation Program Update
FRAC220517R7.1	Digital Transformation Program Update
FRAC211012R7.5	Digital Transformation Program Update

REPORT OBJECTIVE

The purpose of the report is to update the Committee members on the progress of the Digital Transformation Program (DTP).

EXECUTIVE SUMMARY

Whilst there has been success in recent recruitments resourcing continues to be a challenge. The current focus is on embedding the systems that have already been implemented, and on improving both the user and customer experiences of these systems. The focus over the next three months will be to complete all outstanding DTP Projects.

As of the 30th of June, the Digital Transformation Program will no longer exist as all projects are completed, except for the upgrade of the Property and Rates module to a Cloud version that will be implemented in February 2024 to accommodate business needs and reduce IT security risk.

Ongoing enhancements to the Financial Force system will continue with anticipated completion by the end of September 2023.

Work has commenced on the overarching Information Services (IS) Strategic Plan and the planning required for its implementation.

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. Note the update on the Digital Transformation Program
2. Note the DTP – Benefit Realisation Table attachment

DISCUSSION

A general update on the DTP is provided below:

Post DTP

Next financial years focus will be to deliver the transformational improvements across the business by implementing additional integrations and DataMart to support the City of Marion (CoM) as a data driven organisation for decision making. Agreed and prioritised projects such as the Online Booking, Risk Management and Project Management systems will commence with business cases and requirements currently being gathered.

Governance reviews & audits and project implementation reviews (PIR)

KPMG has completed an audit of the Digital Transformation Program in January 2023 with all the recommendations already actioned or in progress.

The first cut of the benefits realisation of the DTP program has been prepared and is attached to this paper. As at April 2023 78% of benefits have been realised.

Resourcing

After three Project Manager and three Business Analysts resigned last quarters, four of the six positions have been recruited and Business Analyst position has been abolished to help increase the overall salaries of the remaining positions to meet the market expectations and hopefully address the retention issues.

A key CRM resource being the Senior Applications Administrator has been advertised which will greatly support enhanced BAU activities into the future once on board. Resource issues continue to impact program delivery; however the quality of the recent recruits following the salary uplift has seen a marked improvement in the delivery approach.

QUARTERLY UPDATE

An update of individual DTP projects is provided below:

CoM 1: DLCA (Digital Literacy and Cybersecurity Awareness) - completed

This project is now completed under the DTP. As part of the Payroll system implementation all outdoor staff were trained in the use of mobile devices for payroll purposes. All staff are trained in the use of electronic timesheets, leave requests and accessing / management of personal payroll details management.

Twenty-three staff who requested detailed digital literacy training at that time have undergone digital literacy training provided by external RTOs.

Moving forward as new systems are implemented digital literacy assessment and training will be incorporated into specific project plans

CoM 2: HRIS (Human Resources Information System including Payroll Project) - completed

The selected HRIS and Payroll systems have been implemented where that functionality required to meet business needs is available in the Aurion system. The longer-term solution will be progressed as part of the IS Strategic Plan.

CoM 3: CRM (Customer Relationship Management) - completed

Project completed, additional functionality and integrations will be considered as part of the IS Strategic Plan.

CoM 4: Asset Management System – due to be completed by the 30th June 2023

The AMIS software has been implemented into production, with the implementation of the Valuation module due by the 30th of June.

Stage two has been planned which will enable process transformation, provide an uplift in data and process maturity, realise reporting benefits and provide predictive modelling. This is expected to take an additional 24 months and is a key project in the IS Strategic plan.

CoM 5: Finance System – completed (enhancement activity underway)

The Finance system has been implemented and is operational. Initial issues have been resolved and a new team of experienced Financial Force resources from the integration partner Agilyx has been engaged. Outstanding issues are expected to be resolved by September 2023.

The proposed upgrade to the new cloud-based version of the Civica Property and Rates system has started and is planned for implementation in February 2023. A business process review will occur prior to finalisation of requirements to ensure the transformational aspects can be delivered in this project.

CoM 6: Microsoft 365 – completed

This project has been completed.

CoM 7 and 8: The SharePoint Project and GIS – completed

This project has been completed and has transferred into ongoing maintenance, post Completion.

CoM 9: Data and Analytics Project - completed

The recent recruitments of now two Data Analyst have delivered some immediate benefits, including improved reporting and dashboards. This will be an ongoing activity supporting decisions from the analysis of data collected.

CoM 10: The Unified Communications Project – due for completion by the 30th June 2023

The pilot project to use Teams as the CoM communication tool, including phones, has commenced. The roll-out was delayed slightly to ensure the communication needs of the

organisation were properly captured, with full implementation scheduled by the end of June 2023.

CoM 11: The Devices Fleet Management Project – completed

Stage 1 of this project is complete with new devices purchased and allocated to staff by the Helpdesk Team.

CoM 12: AV Access in meeting rooms – completed

All meeting rooms are now equipped with Meeting Owl Pros and TVs. A new splitter will be implemented for the Chamber that will allow the TV screens to work more consistently.

Focus for next quarter/s

The focus over the next three months will be to complete all outstanding DTP Projects, and the Property and Rates project that will be implemented in February 2024


Work has also commenced on the overarching IS Strategic Plan and the planning required for its implementation over 2023/24 to stabilise and enhance the CoM's operational processes.

ATTACHMENTS

1. 1. DTP Status Summary (1) [7.3.1 - 1 page]
2. 4. Program Road Map Timeline (7) [7.3.2 - 1 page]
3. DTP Project benefits reallisation April 2023 [7.3.3 - 7 pages]

Digital Transformation Program	Orig. End date	F/cast End date	Fortnightly Project Status - RAG Status					Last Period	This period	PM	Comments
			Scope	Schedule	Cost	Benefits / outcome	Resource				
Overall Program	Oct-22	Jun-23	Green	Amber	Green	Green	Amber	Amber	Amber	Marcel Althoff	Solid improvement on all projects over the last three months.
AMIS	Jul-22	Jun-23	Green	Amber	Green	Green	Amber	Amber	Amber	Ben Polotnianska	* Working towards a go live date of the 28th of April when the Asset Management Database will be available in production.
Financial Transformation	Oct-22	Sep-23	Green	Amber	Green	Amber	Amber	Amber	Amber	Grant Cox	* Significant delay with Vena data access required to develop Finance reports, this has been escalated. Good progress being made towards monthly release schedule.
Property & Rates	Nov-22	Feb-24	Green	Amber	Green	Green	Amber	Amber	Amber	Grant Cox	* Project Sponsor requested to de-prioritise this project until the Financial Force releases are implemented due to resource constraints.
IMaaS - Fines & Expiations	Sep-22	Jun-23	Green	Amber	Green	Green	Amber	Amber	Amber	Grant Cox / Matt Kovarik	* Has been delayed as Financial Force releases are taking priority of limited project and business resources. Forecast Go live June 2023.
Unified comms	Jun-21	Jun-23	Green	Amber	Green	Green	Amber	Amber	Amber	Gavin Black starts 8th May	* Limited activity has occurred recently, waiting on new Senior PM - Gavin Black to start on the 8th of May to help with a successful implementation
Digital Transformation Program Status Update Discussion areas											
Key Program Achievements this Period											
						Refer to comments to address Ambers and Reds at Program and Project Level					
Program Decisions Required and outcomes											
						Refer to comments to address Ambers and Reds at Program and Project Level					



		<div><div>ONE MARION</div><div>Digital Transformation Program</div></div>																					
		Past		Monthly view to end of calendar year																			
#	Project Name	2021 2022	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	2024	Org. Date	Act. Date	PM	Business units impacted	SLT members		
4	AMIS (Stage 1)		Training, Implementation Planning, UAT				Asset Register Live		Finance & Valuations									Jul-22	Jun-23	Ben Polotnianka	Engineering, Assets & Envo	Allen, Lyons, Vi-Alternetti, Hughes	
5	Financial Transformation		Finforce upgrade in sandbox		Mar Release - Analysis, Build, Test & Imp			Q2 2023 April release May release June release			Q3 2023 July release Aug release Sep release							Oct-22	Sep-23	Grant Cox	Finance & all business units	Ray Barnwell & all SLT.	
5.1	Property & Rates		Plan/Scope		Informix to SQL Migration		CoM Requirements and Planning			Civica Altitude Build + Test					UAT/training		Go-Live		Apr-22	Feb-24	Grant Cox	All business units	Ray Barnwell
10	Unified communications		Pilot		Review			Review		Go Live 2								Jun-21	Jun-23	Micheal Bowden / Gavin Black	All business units	All SLT	

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
COM 1 : Digital Literacy and Cybersecurity Awareness (Project undertaken with internal resources and external training funded from federal grant program)	Equip all staff with the information knowledge to manage new systems and support them through in most digital environments.	35%	100% As part of the Payroll system implementation trained all outdoor staff in the use of mobile devices for payroll purposes. All staff are trained in the use of electronic timesheets, leave requests and accessing / managing personal payroll details. Twenty-three staff who requested detailed digital literacy training at that time have undergone digital literacy training provided by external RTOs. As new systems are implemented then digital literacy assessment and training will be incorporated into specific project plans
	Equip elected members with the information knowledge to manage new systems and support them through in most digital environments.	10%	100% All Council members provided with devices and awareness sessions held with those requesting it. One on one training is provided as requested.
	Equip broader CoM residents with the information knowledge to manage new systems and support them through in most digital environments.	5%	0% No community wide programs were delivered under the DTP, however the libraries team do run digital literacy programs for the community.
	All staff required to undertake mandatory cybersecurity awareness training	50%	100% program in place. Effectiveness being monitored through CoM phishing campaigns
	OVERALL % of BENEFIT ACHEVED	100%	95%

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
COM 2 : Payroll and Human Resource Information System (HRIS)	Outsourcing payroll	30%	100% Payroll outsourced to Aurion
	Reduction of 1.6FTE to 0.6FT	20%	0% Due to quality of Aurion service provision has not been possible
	Payroll automation and replacement of the manual processes from the CoM Civica Authority	30%	100% Employee Self Service has been implemented with online timesheet processing.
	A HRIS to support our human capital management from recruitment, to on boarding and training, performance reviews, exit interviews etc.	20%	0% These modules not implemented, and capacity does not exist in the selected solution
	OVERALL % of BENEFIT ACHIEVED	100%	60%
COM 3 : Implement a Customer Relationship Management (CRM) (source IT Application Strategy and Plan 2019-2024 approved June 2019)	Single view of the customer, enabling greater customer insight, improved service provision and interactions	25%	80% Single view of the customer is now possible due to the implementation of Salesforce CRM. Further enhancements will enable efficiencies in single view searching by consolidation. Dashboard reporting for cases implemented.
	Personalised information delivery for customers	25%	100% Email and SMS updates in place and customer portal enable tracking of requested by customers.

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
	A cohesive range of convenient customer channels, with an increased emphasis on self-service and capacity to value add for more complex interactions	25%	60% More services online such as hard rubbish bookings has enabled a shift to self initiated online. Online, face to face and phone channels provide convenient access points for customers. Internal audit has identified a range of activities to enhance the customer experience which will be progress via future upgrades.
	CoM is seen as delivering services with ease, listening to customers, and putting the customer in the centre of everything we do.	25%	0% Data collection method not yet determined.
	OVERALL % of BENEFIT ACHIEVED	100%	65%
COM 4 : Asset Management Information System (source IT Application Strategy and Plan 2019-2024 approved June 2019) <input type="checkbox"/>	Consistent direction, coordination and control of asset management activities	35%	80% Implementation of the infrastructure asset management database of 28 April 2023. Finalised the template Asset Management Workflows. Process reviews and change management activities will further enhance benefits.
	The translation of organisational objectives into technical and financial processes, plans, activities	35%	50% Valuations module will be implemented by 30 June 2023.

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
	Improved risk control and consistent achievement of asset management objectives	30%	70% Consolidated data sets from spreadsheets with agreed data structure and owners
	OVERALL % of BENEFIT ACHIEVED	100%	79%
COM 5 : Financial Transformation	A modern, cloud based, financial management system	50%	80% Financial force implemented. 100% will be achieved once the cloud version of and Civica Property and Rates is implemented.
	Automation of functions and improve access to live financial data and reporting	50%	40% Automation of requisitioning and purchase orders completed. Outstanding are OCR of invoices and reporting.
	OVERALL % of BENEFIT ACHIEVED	100%	60%
COM 6 : Microsoft 365 rollout (source – ELT DTP 23 November 2020)	Reduce and simplify on-prem infrastructure management	20%	100% Completed
	Reduce and simplify application management	20%	100% Completed
	A workforce no longer tied to the desk	20%	100% Completed
	Improved disaster recovery position	20%	100% Completed
	Staff have the apps, services, devices and tools they need – anywhere, anytime	20%	100% Completed

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
	OVERALL % of BENEFIT ACHIEVED	100%	100%
COM 7 : SharePoint Intelligent Intranet	Improving the records management and access by staff to CoM wide information	50%	100% Completed
	Changing team sites allowing for automated updates as well as updating content	50%	100% Completed
	OVERALL % of BENEFIT ACHIEVED	100%	100%
COM 8 : GIS ESRI	Transitioning from MapInfo (end of life product) to the market leader	80%	100% Completed
	Enable resource sharing with CCS and PAE	20%	0% No sharing of resources is occurring due to changes of ICT strategy at each council. Non homogenous system approach and structure.
	OVERALL % of BENEFIT ACHIEVED	100%	80%
COM 9 : Data analytics	Development of a business intelligence and data analytics function	80%	100% Power BI installed and two staff members engaged for the development of kpis, analytics and dasboards
	transforms the organisation to data led and measuring outcomes and performance in real time	20%	50% Now data led but real time will occur with further investment in the system integration and expansion of the data lake.

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
	OVERALL % of BENEFIT ACHIEVED	100%	90%
COM 10: Unified Communications	Replacing the ageing PABX infrastructure with a cloud based modern system	40%	0% Teams calling project underway. Due to be complete by 30 June 2023
	Integration into CRM, portability and audio recording for record keeping, training and coaching purposes	20%	100% 3CX (contact centre call system) provides this functionality.
	Call connect and AWS (Salesforce and contact centre)	40%	0% Project underway. Due to be complete by 30 June 2023
	OVERALL % of BENEFIT ACHIEVED	100%	20%
COM 11: Devices List and Management	Replacing leased devices with owned devices	60%	100% Completed
	End of their corporate life can be deployed into the community through connections with the Digital literacy project	20%	100% Currently being deployed throughout the community and will become an ongoing program.
	Segmenting the COM staff cohort to support all staff to access the cloud-based systems with a cost effective device	20%	100% Completed
COM 12: AV access in meeting rooms	OVERALL % of BENEFIT ACHIEVED	100%	100%
	All CoM meeting rooms to be equipped with a screen and	100%	90% Chamber will be complete by 30 June 2023

**Digital Transformation Program – Benefits Realisation
as at 30 April 2023**

DTP Project	Benefits	Weighting	Status and % Achieved
	Meeting Owls to support blended meetings, reduce the travel time for some staff, which in turn reduces vehicle use and time lost driving		
	OVERALL % of BENEFIT ACHEVED	100%	90%
OVERALL DTP BENEFITS REALISED	Average of 12 projects		78.25%

7.4 2nd Budget Review 2022/2023

Report Reference	FRAC230516R7.4
Originating Officer	Assistant Accountant Partnering – Katherine Galea
Corporate Manager	Chief Financial Officer - Ray Barnwell
General Manager	General Manager Corporate Services - Angela Allison

REPORT OBJECTIVE

The purpose of this report is to provide the Finance Risk and Audit Committee with the financial results for the 2nd Budget Review for 2022-2023. This budget review was adopted by Council at the 14 March General Council Meeting. The review is a revised forecast of the original 2022-2023 budget and as such any savings identified during the budget review will not be confirmed until the projects are completed and/or the financial statements are prepared, inclusive of accruals, and audited at the end of the financial year.

EXECUTIVE SUMMARY

The completion of the 2nd Budget Review has identified an unfavourable cash adjustment of \$0.058m. The 2nd Budget Review takes into account funding allocated through council resolutions of \$665k largely offset by net favourable adjustments \$607k including a favourable adjustment of \$304k for better than forecast returns on investment income due to rising interest rates.

The net cash impact of this review will reduce the 1st Budget Review forecast surplus of \$0.084m to a revised forecast full year cash surplus to \$0.026m.

The 2022-23 2nd Budget Review adjustments can be attributed to the following:

Cash Statement Reconciliation		\$
1st Budget Review Surplus		83,685
2nd Budget Review Adjustments		
Investment income increase (favourable)		340,000
User charges income including Mitchell Park Sports Club, Community Hubs (favourable)		138,240
Contribution from City of Holdfast Bay Council to Joint Management of Waste (favourable)		45,000
Other various net adjustments (favourable)		84,065
Total 2nd Budget Review adjustments		607,305
Revised 2022/2023 Cash Surplus/(Deficit) before Council Resolutions		690,990
Less Council Resolutions funded from Rates		
Funding Allocated for Confidential Resolutions		(465,000)
Glenthorne Nature Play additional contribution (SGC220830R9.1)		(200,000)
		(665,000)
Total 2nd Budget Review adjustments including Council Resolutions		(57,695)
Revised 2022-2023 Cash Surplus		25,990

RECOMMENDATION

That the Finance, Risk and Audit Committee:

1. **Note the 2nd Budget Review position and revised budgeted statements including the Income Statement, Balance Sheet, Statement of Changes in Equity and Statement of Cash Flows.**

GENERAL ANALYSIS

BACKGROUND

Council is required to reconsider the approved budget three times during the year in accordance with *Section 123 (13) of the Local Government Act 1999* and *Section 9 of the Local Government (Financial Management) Regulations 2011*.

The original 2022-23 budget was developed within the context of a long-term framework to achieve a balance between meeting the objectives of the Strategic Plan and attaining financial sustainability in the long term.

FRAMEWORK

This budget review continues the focus on achieving the framework set by Council when developing the 2022-23 budget, this being:

- Support the achievement of the City of Marion's Strategic Directions;
- Address issues arising and opportunities identified from internal audit reviews and business excellence assessments;
- Maintain, on average, a breakeven or positive funding (cash) position over the Long Term Financial Plan;
- Continue to improve the maintenance of assets in accordance with Council's Asset Management Plans, with a priority on maintenance before renewal, and renewal before new where it is cost effective to do so;
- Review existing services and assets to ensure they meet prioritised community needs;
- Council only approve new major projects where it has the identified funding capacity to do so;
- Maintain Council's position for an average residential rate which remains among the lower rating metropolitan councils

DISCUSSION

Cash Position

The completion of the 2nd Budget Review has identified an unfavourable net cash adjustment of \$0.058m. The net cash impact of this review will reduce the 1st Budget Review forecast surplus of \$0.084m to a revised forecast full year cash surplus to \$0.026m.

The 2022-2023 2nd Budget Review adjustments can be attributed to the following:

Cash Statement Reconciliation		\$
1st Budget Review Surplus		83,685
2nd Budget Review Adjustments		
Investment income increase (favourable)		340,000
User charges income including Mitchell Park Sports Club, Community Hubs (favourable)		138,240
Contribution from City of Holdfast Bay Council to Joint Management of Waste (favourable)		45,000
Other various net adjustments (favourable)		84,065
Total 2nd Budget Review adjustments		607,305
Revised 2022/2023 Cash Surplus/(Deficit) before Council Resolutions		690,990
Less Council Resolutions funded from Rates		
Funding Allocated for Confidential Resolutions	(465,000)	
Glenthorne Nature Play additional contribution (SGC220830R9.1)	(200,000)	(665,000)
Total 2nd Budget Review adjustments including Council Resolutions		(57,695)
Revised 2022-2023 Cash Surplus		25,990

The cash result:

- Identifies the cash difference between total revenues and expenditures of Council after allowing for funding from loans, investments, cash draw-downs and reserves.
- Includes capital expenditures, which are excluded from the operating result.
- Provides information of changes in uncommitted financial resources available to Council.
- Returns a cash surplus where savings arise from the original budget, representing an increase in uncommitted financial resources or returns a cash deficit when costs are greater than the original budget, representing a decrease in available financial resources.

The 2nd Budget review is based upon actual results to the end of January 2023 and forecast to June 2023. In accordance with the Local Government (Financial Management) Regulations 2011 a revised budgeted income statement, balance sheet, statement of changes in equity and statement of cash flows are provided in the Attachments to Appendix 1.

Operating Position

The 2nd Budget Review forecasts a favourable reduction of \$0.154m in the forecast operating deficit of (\$6.006m) noted in Budget Review 1 to (\$5.852m) for the 2022-23 year as summarised in the table below.

Operating Statement Reconciliation		\$
1st Budget Review Deficit		(6,006,059)
2nd Budget Review Adjustments		
Investment income increase (favourable)		340,000
User charges income including Mitchell Park Sports Club, Community Hubs (favourable)		138,240
Contribution from City of Holdfast Bay Council to Joint Management of Waste (favourable)		45,000
Other various net adjustments (favourable)		295,416
Total 2nd Budget Review Adjustments		818,656
Revised 2022-2023 Operating Surplus/(Deficit) before Council Resolutions		(5,187,403)
Less Operating Council Resolutions		
Funding Allocated for Confidential Resolutions		(465,000)
Glenthorne Nature Play additional contribution (SGC220830R9.1)		(200,000)
Total 2nd Budget Review Council Resolutions		(665,000)
Total 2nd Budget Review adjustments including Council Resolutions		153,656
Revised 2022-2023 Operating Deficit		(5,852,403)

Revised Capital Budget – 2022-23

The 2nd Budget Review forecasts capital expenditure decreasing by \$11.317m in 2022-23 from \$46.987m to \$35.671m (Renewal \$13.980m, New \$21.691m). This reduction in Capital Expenditure relates predominantly to the retiming of the Capital Projects noted below into 2023-2024.

Capital Works Retimed to 2023-2024	\$'000	Details
Marino Hall Redevelopment	5,671	budget realigned to confirmed timeframes - design in 22-23 and construct in 23-24
MCC Plaza Redevelopment	3,625	delays due to revision of project scope (GC221129M15.1)
Warradale Tennis Club Redevelopment	1,090	works to be completed over next two financial years
Warriparinga Bridges	225	delays in design, approval and procurement (GC230228R12.4)
Boat Shed Café Car Park & Accessway	200	works delayed until after the completion of the upgrade to the Boat Shed Café
Majors Road Footpath	472	shared path (southern side) works delayed until adjacent DIT works are completed
Cove Sports Facility Upgrade	250	budget realigned to confirmed timeframes
Shetland Avenue Drain	100	additional budget required to be completed in 23-24
Coolah Terrace Drain	184	additional budget required to be completed in 23-24
Total Capital Works Retimed to 2023-2024	11,817	

Borrowings

The 2nd Budget review forecasts a deferral of \$3.0m in forecast loan borrowings to the original budgeted level of required loan funding for 2022-23. The reduction in loan funding relates to the retiming of the council's contribution of \$3.0m towards the Marino Hall Redevelopment now scheduled for completion in 2023-24.

Under council's Treasury Management Policy, cash balances are continuously being monitored and, if required, debt will be either secured or deferred to ensure sufficient cash balances are maintained and do not reduce below that required for capital projects and working capital purposes.

The need for potential borrowings is reviewed as part of the annual budget setting process and approval to access these funds is sought as part of the annual budget process.

Reserves

The 2nd Budget Review reports a decrease in the use of Reserves of \$8.002m mainly as a result of the transfer to Grants and Carryover Reserve of \$8.096m due to the forecast retiming of capital works projects to 2023-2024.

Labour Budgets

Overall labour budgets remain unchanged at \$41.825m following the adjustment of \$0.241m made in the 1st Budget Review.

Progress on Capital Works Carried over from 2021-22

The current status of programmed capital works budgets carried over from 2021-22 into 2022-23 as at the 31st of January 2023 is provided below:

	Carry Over		Budget
	Budget	Completed	Remaining
Infrastructure	1,563,063	748,150	814,913
Land & Property	421,731	184,331	237,400
Open Space Planning	99,177	51,490	47,687
Other	914,834	911,747	3,087
Total	2,998,805	1,895,718	1,103,087

Year to Date Actual v Annual Budget

During the original budget preparation, budget owners forecast monthly timing of their income & expenditure budgets. The basis for allocating timing of the budgets is to default to the applicable timing of the income & expenditure incurred from the prior year with adjustments made for expected variations. For new budgets and the capital works budgets, forecasts are provided based on the planned program of works. At any time during the year timing variances will occur where the income or expenditure does not fall into the predicted month. The second budget review has reset the year-to-date budgets to match actual year to date income and expenditure and reforecast the remaining budgets through to the end of the financial year.

During the budget review process all budgets are reviewed to ensure that the current budget for the year is still appropriate. Where the year-to-date actual is off track, either favourable or unfavourable, and it is not related to the timing of the monthly budget allocations, budget review adjustments are made that will impact on the end of year position against the adopted budget. Appendix 1 of the financial statements contains the Year-to-Date Actual v Annual Budget Comparison Report.

ATTACHMENTS

1. Appendix 1 - Budget Review Report Actual to Budget [7.4.1 - 1 page]
2. Appendix 2 - Budget Review Financial Statements [7.4.2 - 7 pages]

APPENDIX 1

CITY OF MARION Budgeted Funding Statement		YTD Actual (31 Jan 2023) \$'000	2022-2023 2nd Review Budget \$000's
OPERATING REVENUE			
	Rates	49,110	84,214
	Statutory Charges	1,358	2,527
	User Charges	1,862	3,081
	Operating Grants and Subsidies	3,619	7,465
	Investment Income	449	860
	Reimbursements	594	1,087
	Other Revenues	192	811
	Share of Profit - Equity Accounted Investments	-	365
		57,184	100,410
OPERATING EXPENSES			
	Employee Costs	22,940	41,825
	Contractual Services	19,979	32,449
	Materials	2,747	5,989
	Finance Charges	109	202
	Depreciation	10,196	17,478
	Other	4,924	8,318
		60,895	106,261
	Operating Surplus/(Deficit) before Capital revenues	(3,711)	(5,851)
<i>Add</i>			
	(a) Capital Revenue		
	Capital Grants and Contributions	12,513	16,315
	Physical Resources received free of charge	-	-
	Asset disposal and fair value adjustments	291	-
<i>Equals</i>	Net Surplus/(Deficit) resulting from operations	9,094	10,464
<i>Add</i>			
	Depreciation	10,196	17,478
	(Gain)/Loss on disposal of assets		-
	Share of Profit SRWRA	(291)	(365)
<i>Equals</i>	Funding available for Capital Investment expenditure	18,998	27,577
Capital			
<i>Less</i>	Capital Expenditure - Renewal	4,758	13,980
<i>Less</i>	Capital Expenditure - New	4,079	21,691
<i>Less</i>	Capital - contributed assets		-
<i>Equals</i>	Net Overall funding Surplus/(Deficit)	10,161	(8,094)
Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:			
LOANS			
	Loan Principal Receipts (Net)	-	1,400
	Loan Receipts from Sporting Clubs (Net)	-	-
<i>Less</i>	Loan Principal Payments	432	876
	Loan funding (Net)	(432)	524
Movement in level of cash & accruals			
<i>(b)</i>	Cash Surplus/(Deficit) funding requirements	26,394	26
	Reserves Net (transfer to/(transfer from)	(16,665)	(7,596)
	Cash/Investments/Accruals Funding	9,729	(7,570)
<i>Equals</i>	Funding Transactions	(10,161)	8,094

APPENDIX 2

CITY OF MARION			
Budgeted Funding Statement			
	2022-2023 1st Review	2022-2023 2nd Review	Variance
	\$000's	\$000's	\$000's
OPERATING REVENUE			
Rates			
General	82,057	82,057	0
Other	2,089	2,157	68
Statutory Charges	2,500	2,527	27
User Charges	2,946	3,081	135
Operating Grants and Subsidies	7,367	7,465	98
Investment Income	520	860	340
Reimbursements	1,057	1,087	30
Other Revenues	798	811	13
Share of Profit - Equity Accounted Investments	365	365	-
	99,699	100,410	711
OPERATING EXPENSES			
Employee Costs	41,825	41,825	0
Contractual Services	31,809	32,449	640
Materials	6,000	5,989	(11)
Finance Charges	202	202	0
Depreciation	17,478	17,478	0
Other	8,391	8,318	(73)
	105,705	106,261	556
Operating Surplus/(Deficit) before Capital rev's	(6,006)	(5,851)	155
<i>Add</i>			
(a) Capital Revenue			
Capital Grants and Contributions	16,843	16,315	(528)
Physical Resources received free of charge	-	-	-
Asset disposal and fair value adjustments	-	-	-
<i>Equals</i> Net Surplus/(Deficit) resulting from operations	10,837	10,464	(373)
<i>Add</i>			
Depreciation	17,478	17,478	-
(Gain)/Loss on disposal of assets	-	-	-
Share of Profit SRWRA	(365)	(365)	-
<i>Equals</i> Funding available for Capital Investment exp	27,950	27,577	(373)
Capital			
<i>Less</i> Capital Expenditure - Renewal	16,091	13,980	(2,111)
<i>Less</i> Capital Expenditure - New	30,896	21,691	(9,206)
<i>Less</i> Capital - contributed assets	-	-	-
<i>Equals</i> Net Overall funding Surplus/(Deficit)	(19,038)	(8,094)	10,944

APPENDIX 2

CITY OF MARION			
Budgeted Funding Statement			
	2022-2023 1st Review \$000's	2022-2023 2nd Review \$000's	Variance \$000's
Funding transactions associated with accomodating the above net overall funding deficit (or applying the net overall funding surplus) are as follows:			
LOANS			
Loan Principal Receipts	4,400	1,400	(3,000)
Loan Receipts from Sporting Clubs	-	-	-
Less Loan Principal Payments	876	876	-
Loan funding (Net)	3,524	524	(3,000)
Movement in level of cash & accruals			
(b) Cash Surplus/(Deficit) funding requirements	84	26	(58)
Reserves Net (transfer to/(transfer from))	(15,598)	(7,596)	8,002
Cash/Investments/Accruals Funding	(15,514)	(7,570)	7,944
<i>Equals</i> Funding Transactions	19,038	8,094	(10,944)

APPENDIX 2

Financial Indicators

To assist Council in meeting its objective of financial sustainability a series of financial indicators endorsed by the Local Government Association are provided. The following table provides a matrix of indicators of the 2022-2023 2nd Budget Review and compares the forecast results against the target rate.

Key Ratios	Target	2022-23 Forecast
Operating Surplus Ratio	0 - 10%	-5.83%
<i>This ratio expresses the operating surplus as a percentage of total operating revenue</i>		
Target :	Average between 0-10% over each consecutive 5-year period	
Comment :	Positive ratio indicates that Council has sufficient operating revenue to cover operational expenses	
	The average Operating Surplus over the past five years is 6%.	
Net Financial Liabilities Ratio	0 - 50%	-2.67%
<i>This ratio indicates the extent to which net financial liabilities can be met by total operating revenue</i>		
Comment :	This result indicates Council's financial assets currently exceed its Financial Liabilities.	
	Council's capacity to meet its financial obligations remains strong	
Debt Servicing Ratio	0 - 5%	1.08%
<i>This ratio identifies Council's ability to service its debt obligations (principal & interest) from operating revenues</i>		
Comment :	This ratio falls within the target range and indicates Council has a low debt holding and is well positioned for future borrowings outlined in the Long Term Financial Plan	
Asset Renewal Funding Ratio	90 - 110%	100%
<i>This ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption</i>		
Comment :	The ratio can vary from year to year dependant on the renewal capital expenditure.	
	Council's Long Term Financial Plan is set to achieve an average Asset Renewal Funding Ratio of 100% over the next three years	
Asset Consumption Ratio	80 - 100%	75%
<i>This ratio shows the consumption of the asset stock at a point in time and indicates the assets remaining useful life</i>		
Comment :	This ratio indicates that while falling under the target range Council's overall asset base has on average a relatively high remaining useful life	

APPENDIX 2

CITY OF MARION Budgeted Income Statement		
	Actual 2021-2022 \$000's	2nd Review 2022-2023 \$000's
OPERATING REVENUE		
Rates		
General	78,184	82,057
Other	1,995	2,157
Statutory Charges	2,175	2,527
User Charges	2,701	3,081
Operating Grants and Subsidies	9,819	7,465
Investment Income	503	860
Reimbursements	872	1,087
Other Revenue	902	811
Net Gain - Equity Accounted Council Businesses	173	365
TOTAL OPERATING REVENUE	97,324	100,410
OPERATING EXPENSES		
Employee Costs	38,238	41,825
Contractual Services	26,927	32,449
Materials	5,276	5,989
Finance Charges	335	202
Depreciation	15,963	17,478
Other Expenses	10,329	8,318
Net Loss - Equity Accounted Council Business	-	-
TOTAL OPERATING EXPENSES	97,068	106,261
Operating Surplus/(Deficit) before Capital Revenues	256	(5,851)
CAPITAL REVENUES		
Capital Grants, Subsidies and Monetary Contributions	9,542	16,315
Physical resources received free of charge	2,001	-
Asset disposal and fair value adjustments	(2,102)	-
Net Surplus/(Deficit) resulting from Operations	9,697	10,464

APPENDIX 2

CITY OF MARION		
Budgeted Statement of Financial Position		
	Actual	2nd
	2021-2022	Review
	\$000's	2022-2023
		\$000's
<u>CURRENT ASSETS</u>		
Cash & Cash Equivalents	27,039	19,469
Receivables	5,279	5,279
Inventory	500	500
TOTAL CURRENT ASSETS	32,818	25,248
<u>CURRENT LIABILITIES</u>		
Trade & Other Payables	11,029	11,029
Provisions	6,346	6,346
Borrowings	876	876
Lease Liabilities	10	10
TOTAL CURRENT LIABILITIES	18,261	18,261
Net Current Assets/(Liabilities)	14,557	6,987
<u>NON-CURRENT ASSETS</u>		
Investment in SRWRA & Council Solutions	7,855	8,220
Infrastructure, Property, Plant & Equipment	1,198,015	1,216,208
Other Non-Current Assets	6,659	6,659
TOTAL NON-CURRENT ASSETS	1,212,529	1,231,087
<u>NON-CURRENT LIABILITIES</u>		
Provisions	594	594
Borrowings	2,687	3,211
Lease Liabilities	-	-
TOTAL NON-CURRENT LIABILITIES	3,281	3,805
NET ASSETS	1,223,805	1,234,269
<u>EQUITY</u>		
Accumulated surplus	427,628	445,688
Asset Revaluation Reserves	769,508	769,508
Other Reserves	26,669	19,073
TOTAL EQUITY	1,223,805	1,234,269

APPENDIX 2

CITY OF MARION		
Budgeted Statement of Changes in Equity		
	Actual	2nd
	2021-2022	Review
	2022-2023	2022-2023
	\$000's	\$000's
ACCUMULATED SURPLUS		
Balance at beginning of period	403,189	427,628
Net Surplus/(Deficit)	6,813	10,464
Adjustments	-	-
Transfers from Reserves	17,626	21,929
Transfers to Reserves	-	(14,333)
Balance at end of period	427,628	445,688
ASSET REVALUATION RESERVE		
Balance at beginning of period	732,120	769,508
Net change this year	37,388	-
Balance at end of period	769,508	769,508
OTHER RESERVES		
Balance at beginning of period	44,295	26,669
Net change this year	(17,626)	(7,596)
Balance at end of period	26,669	19,073
Total Reserves	796,177	788,581
TOTAL EQUITY	1,223,805	1,234,269

APPENDIX 2

CITY OF MARION Budgeted Statement of Cash Flows		
	Actual 2021-2022 \$000's	2nd Review 2022-2023 \$000's
CASH FLOWS FROM OPERATING ACTIVITIES		
<i>Receipts</i>	111,632	100,045
<i>Payments</i>	(97,801)	(88,783)
NET CASH PROVIDED BY OPERATING ACTIVITIES	13,831	11,262
CASH FLOWS FROM FINANCING ACTIVITIES		
<i>Receipts</i>		
Loans Received	-	1,400
Proceeds from Bonds & Deposits	-	-
<i>Payments</i>		
Principal	(828)	(876)
Repayment of Finance Lease Liabilities	(117)	-
Repayment of Bonds & Deposits	-	-
NET CASH (USED IN) FINANCING ACTIVITIES	(945)	524
CASH FLOWS FROM INVESTING ACTIVITIES		
<i>Receipts</i>		
Capital Grants/Subsidies & Contributions/Investments	4,153	16,315
Sale of surplus assets	97	-
Sale of replaced assets	266	-
Distributions from Equity Accounted Investments	34,900	-
<i>Payments</i>		
Purchase of IPP&E	(44,375)	(35,671)
NET CASH (USED IN) INVESTING ACTIVITIES	(4,959)	(19,356)
NET INCREASE/(DECREASE) IN CASH HELD	7,927	(7,570)
CASH AT BEGINNING OF REPORTING PERIOD	19,112	27,039
CASH AT END OF REPORTING PERIOD	27,039	19,469

8 Workshop / Presentation Items

9 Confidential Items

9.1 Cover Report - Quarterly Cyber Security Update

Report Reference	FRAC230516F9.1
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager IT Operations - Micheal Bowden
General Manager	General Manager Corporate Services - Angela Allison

REASON FOR CONFIDENTIALITY

Local Government Act (SA) 1999 S 90 (2) 3

(e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person.

RECOMMENDATION

That pursuant to Section 90(2) and (3)(e) and of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance, Manager IT Operations and IT Governance & Cybersecurity Lead be excluded from the meeting as the Committee receives and considers information relating to Cyber security of CoM, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the current status of the CoM Cyber Security and the impact on contractual expectations.

9.2 Cover Report - Cyber Security Internal Audit

Report Reference	FRAC220516F9.2
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie Manager IT Operations - Micheal Bowden
General Manager	General Manager Corporate Services - Angela Allison

REASON FOR CONFIDENTIALITY

Local Government Act (SA) 1999 S 90 (2) 3

(e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person

RECOMMENDATION

That pursuant to Section 90(2) and (3)(e) of the *Local Government Act 1999*, the Committee orders that all persons present, with the exception of the following persons: Eric Beer (KPMG), Heather Martins (KPMG), Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support, Manager IT Operations and IT Governance & Cybersecurity Lead, be excluded from the meeting as the Committee receives and considers information relating to Cyber security of CoM, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the security of the City of Marion.

10 Other Business**11 Meeting Closure**

The meeting shall conclude on or before 5.00pm unless there is a specific motion adopted at the meeting to continue beyond that time.