His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF GENERAL COUNCIL MEETING

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 11 August 2020 at 06:30 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that a General Council meeting 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.



Adrian Skull
Chief Executive Officer

CITY OF MARION

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OPEN MEETING

KAURNA ACKNOWLEDGEMENT

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

DISCLOSURE

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

ELECTED MEMBER'S DECLARATION OF INTEREST (if any)

CONFIRMATION OF MINUTES

Confirmation of the minutes for the General Council Meeting held on 28 July 2020 and Special General Council Meeting held on 29 July 2020

Originating Officer Governance Officer - Angela Porter

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: GC200811R01

RECOMMENDATION:

That the minutes of the General Council Meeting held on 28 July 2020 and Special General Council Meeting held on 29 July 2020 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	GC200728 - Final Minutes	PDF File
2	SGC200729 - Final Minutes	PDF File

MINUTES OF THE GC200728 - GENERAL COUNCIL MEETING 28 July 2020
Tuesday, 28 July 2020 at 06:30 PM

Council Administration Centre, 245 Sturt Road, Sturt and in Virtual Meeting Room - Zoom

PRESENT:

Elected Members

Mayor - Kris Hanna
Councillor - Ian Crossland
Councillor - Bruce Hull
Councillor - Luke Hutchinson (electronically)
Councillor - Maggie Duncan
Councillor - Joseph Masika
Councillor - Raelene Telfer
Councillor - Tim Gard
Councillor - Nathan Prior
Councillor - Kendra Clancy
Councillor - Matthew Shilling
Councillor – Sasha Mason
Councillor - Jason Veliskou (electronically)

In Attendance:

Chief Executive Officer - Adrian Skull
General Manager City Services - Tony Lines
General Manager City Development - Ilia Houridis
Manager Corporate Governance - Kate McKenzie
Governance Officer - Victoria Moritz

OPEN MEETING

The Mayor opened the meeting at 06:31 PM

KAURNA ACKNOWLEDGEMENT

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

DISCLOSURE

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

ELECTED MEMBER'S 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.

- Nil interests were disclosed

CONFIRMATION OF MINUTES

Confirmation of the minutes for the General Council Meeting held on 23 June 2020
Report Reference: GC200728R01

Moved Councillor – Joseph Masika **Seconded Councillor – Raelene Telfer**

1. That the minutes of the General Council Meeting held on 23 June 2020 be taken as read and confirmed.

Carried Unanimously

COMMUNICATIONS

PROCEDURAL MOTION

Moved Councillor – Bruce Hull **Seconded Councillor – Nathan Prior**

1. That the Communication Reports be moved en bloc.

Carried Unanimously

Mayoral Communication Report
Name of Elected Member: Mayor - Kris Hanna
Report Reference: GC200728R02

Date	Event	Comments
23 June	Meeting with 5049 Coastal Community Group	
24 June	Morphettville Park Club Building Opening	
25 June	COASTFM Radio segment	
4 July	Citizenship Ceremony (x3)	
6 July	Marion Mallwalkers First day Back	
7 July	Oaklands Precinct Upgrade: soil- turning at Dwyer Road Reserve	
8 July	'South Aussie With Cosi' interview at Hallett Cove Shopping Centre	

9 July	Friends of Upper Field River Planting Day	
9 July	AGIG Hydrogen Park Electrolyser tour at Tonsley	
14 July	Meeting with Housing Renewal Australia re Oaklands Park development	
18 July	Ascot Park Bowling Club AGM	
19 July	Meeting with Marion Historic Village Museum	
19 July	Meeting with residents group regarding proposed petrol station at 373 Diagonal Road	

Moved Councillor – Bruce Hull **Seconded Councillor – Nathan Prior**

1. That the Mayoral Communication Report be received.

Carried Unanimously

Deputy Mayor Communication Report
Name of Elected Member: Councillor - Matthew Shilling
Report Reference: GC200728R03

Date	Event	Comments
22 June 2020	Meeting with Tony Lines	
24 June 2020	CAP Training	Attended as required due to being Deputy Member
25 June 2020	YCC Interview Panel	Member of Panel with Jacqui Clark, Shannon Swart, Julie Higgins
29 June 2020	Meeting with Ilia Houridis	
29 June 2020	Meeting with CCFC	Met at City Services with Ilia Houridis and Thuyen Vi-Alternetti and CCFC President and Secretary

29 June 2020	YCC Interview Panel	Member of Panel with Jacqui Clark, Shannon Swart, Julie Higgins
9 July 2020	Zoom Meeting about Southern Hills concerns	Participated with Cr Duncan and Mayor Hanna
13 July 2020	Onsite meeting at Spinnaker Reserve East	Attended with Cr Duncan, Ilia Houridis and resident
13 July 2020	Coffee meeting with Crs Dunan and Gard	
14 July 2020	Southern Hills Ward Briefing	Attended in person
20 July 2020	Cove Community Centre Briefing	Attended with Crs Duncan, Gard and Crossland, Ilia Houridis, Andy Sakkas and two other staff
23 July 2020	Speaker at YCC Meeting	Asked by the group to speak as was on Interview Panel
27 July 2020	Meeting with Sorana Dinmore	

Moved Councillor – Bruce Hull **Seconded Councillor – Nathan Prior**

1. That the Deputy Mayoral Communication Report be received.

Carried Unanimously

CEO and Executive Communications Report
Report Reference GC200728R04

Date	Activity	Attended By
24 June 2020	Meeting | Adrian Skull, David Melhuish and Grant Mayer re Open Space	Adrian Skull
24 June 2020	Morphettville Park Sports Club Redevelopment Opening	Adrian Skull Tony Lines
25 June 2020	Meeting | Adrian Skull and Jayne Stinson MP	Adrian Skull
25 June 2020	Round table with Minister Knoll to discuss planning post COVID-19	Adrian Skull Ilia Houridis

	recovery	
25 June 2020	Meeting with Gartner re IT solutions	Sorana Dinmore
25 June 2020	Meeting | CEO's from Port Adelaide Enfield, City of Marion and City of Charles Sturt re Cross Council Initiatives	Adrian Skull
26 June 2020	LG Professionals Leadership Awards via Zoom	Tony Lines Adrian Skull
26 June 2020	Meeting | CEO's from Holdfast Bay, City of Marion and City of Onkapragina	Adrian Skull
29 June 2020	Meeting | Adrian Skull, Scott Ashby, Nikki Govan and Angela Leske SAEDB Final report and Handover	Adrian Skull
29 June 2020	Meeting | CEO Council reference group	Adrian Skull
29 June 2020	Meeting | Ilia Houridis, Thuyen Vi- Alternetti, Cr Shilling, Tony Kernahan	Ilia Houridis
1 July 2020	Meeting | Events SA, City of Onkaparinga, City of Marion re Sam Willoughby International BMX Facility	Ilia Houridis
2 July 2020	Meeting | Ilia Houridis and Paul Stevenson (RSPCA)	Ilia Houridis
3 July 2020	Meeting, GM Corporate Services City of Charles Sturt, Cross- council collaboration	Sorana Dinmore
4 July 2020	MC | Three Citizenship Ceremonies	Tony Lines
6 July 2020	LGFSG Operational Briefing	Ilia Houridis
7 July 2020	Meeting | KPMG COVID 19 - Risk Assessment and Business Continuity scoping	Adrian Skull Sorana Dinmore
7 July 2020	Meeting, Empired, IT solutions	Sorana Dinmore

7 July 2020	Ground Breaking Ceremony | Oaklands Precinct Upgrade	Ilia Houridis Tony Lines Sorana Dinmore
8 July 2020	Meeting, GMs Corporate Services, City of Charles Sturt & Port Adelaide Enfield, Cross- council collaboration	Sorana Dinmore
8 July 2020	Meeting | Council Ready Governance Group	Tony Lines
8 July 2020	Meeting | Adrian Skull and John Schutz (DEW)	Adrian Skull
9 July 2020	Presented | Flinders University Leadership Summit	Adrian Skull
9 July 2020	Meeting | Jayne Stinson MP, City of Marion and Edwardstown Bowls and Football Clubs	Adrian Skull Ilia Houridis
9 July 2020	Meeting | SAALC Governance Board	Ilia Houridis
9 July 2020	HyP SA Site Tour at Tonsely | Hon Dan van Holst Pellekaan MP and AGIG	Tony Lines
13 July 2020	Meeting | Adrian Skull and Fraser Bell re Waste	Adrian Skull
13 July 2020	Oaklands Park Renewal Ministerial DPA | Reference Group	Ilia Houridis Tony Lines
13 July 2020	Meeting | Marino Residents Association	Ilia Houridis
14 July 2020	Briefing Session | Local Government Reform Bill	Tony Lines
14 July 2020	Meeting | Mayor Hanna, Adrian Skull, Geoff Smith and Matt Clemow re Oaklands Park Development	Adrian Skull
15 July 2020	Webinar, Telstra, Managing Cyber Risk	Sorana Dinmore
15 July 2020	Meeting | LGA CEO Advisory Group	Adrian Skull
16 July 2020	Meeting | Peter Stretton re Marion Historic Village Museum	Tony Lines

17 July 2020	Meeting, GMs Corporate Services, City of Charles Sturt & Port Adelaide Enfield, Cross- council collaboration	Sorana Dinmore
22 July 2020	Meeting | Green Adelaide Board	Adrian Skull
22 July 2020	Presentation, Bee Squared, ITT ProgramManagement	Sorana Dinmore
23 July 2020	Meeting | Adrian Skull (City of Marion) and Adam Faulkner (NAWMA) re MRF	Adrian Skull
23 July 2020	Attended | National Tree Day - Seaview Downs Planting Event	Adrian Skull
23 July 2020	Meeting | Adrian Skull and Nicolle Rantanen (Public Trustee)	Adrian Skull
23 July 2020	Meeting | SRWRA Board meeting	Adrian Skull Sorana Dinmore
23 July 2020	Meeting | Ilia Houridis and Aaron Lake (DHW Collaborations)	Ilia Houridis
23 July 2020	Meeting | Jayne Stinson MP, City of Marion and Edwardstown Bowls and Football Clubs	Ilia Houridis
24 July 2020	Meeting | Adrian Skull, Mat Allen, Ann Gibbons, Allison Byrne, Minister David Speirs and Ken Ross re green waste/food waste	Adrian Skull
28 July 2020	Meeting | KPMG re Assurance Mapping Internal Audit	Tony Lines

Moved Councillor – Bruce Hull **Seconded Councillor – Nathan Prior**

2. That the CEO and Executive Communication Report be received.

Carried Unanimously

Elected Member Communication Report
Name of Elected Member: Councillor – Raelene Telfer

Date	Event	Comment
24 June 2020	Morphettville Park Sports and Community	Opening of upgraded building
24 June 2020	Council Assessment Panel	Training
1 July 2020	Council Assessment Panel	Member of Panel
2 July 2020	Mitchell Park Football Club	Planning
4 July 2020	Mitchell Park Football Teams	Opening games attended
7 July 2020	Greening Marion	Evaluation with Rebecca Neumann
7 July 2020	Oaklands Precinct Reserve	Launch of works
7 July 2020	MPSCC upgrade	Stakeholder meeting
14	Warriparinga Ward	Briefing via Zoom
14/7/20	Urban Planning Committee	Attendee
16/7/20	HyP SA site tour Tonsley	hydrogen production and distribution with electrolyser

ORDER OF AGENDA ITEMS

The Mayor sought and was granted leave of the meeting to vary the order of the agenda and consider the adjourned item *Final Privacy Policy - Adjourned Item Report Reference: GC200728R05* after the conclusion of the Committee Recommendations.

DEPUTATIONS

Deputation Request - Dr Stephen Carthew (request denied)
Report Reference: GC200728D01

Dr Stephen Carthew requested to make a deputation to Council in relation to the 5G roll out. The request was denied on the grounds that Council is not the decision-making body in relation to this issue.

The refusal of the deputation is reported to Council in accordance with the Local Government (Procedures at Meetings) Regulations 2013, Section 11 (5):

If the presiding member refuses to allow a deputation to appear at a meeting, the presiding member must report the decision to the next meeting of the council or council committee (as the case may be).

The Mayor sought and was granted leave of the meeting to bring forward the Late Report *Deputation - Andrew Jessup Report Reference: GC200728D02* to be considered next on the agenda.

Deputation – Andrew Jessup
Report Reference: GC200728D02

Mr Andrew Jessup gave a 5 minute deputation regarding the minimum block sizes in Warradale and the Planning and Design Code.

PETITIONS

Petition - Planning and Design Code
Report Reference: GC200728P01

Moved Councillor – Bruce Hull **Seconded Councillor – Nathan Prior**

That Council:

1. Notes the petition and comments provided by Administration

2. A report be brought to the Urban Planning Committee on the matters raised by Mr Jessup at the General Council Meeting (i.e. potential character Zone)

3. Distribute an A4 flyer to the area bounded by Morphett Road, Oaklands Road, Diagonal Road and Prunus Street referring to the petition and explaining Council's efforts to limit urban infill as described in this report and informing residents of Council's resolutions.

Carried Unanimously

Petition - No Stopping Zone - Franklin Court and Edison Court, Sheidow Park
Report Reference: GC200728P02

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

That Council:

1. Notes the Petition.

2. Retains the No Stopping Zone as per resident survey preference.

3. Advises the Head Petitioner of the outcomes of the Petition to Council.

Carried

COMMITTEE RECOMMENDATIONS

PROCEDURAL MOTION

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

That the following Committee Reports be moved en bloc:

- Confirmation of Minutes of the Urban Planning Committee meeting held on 14 July 2020 (Report Reference: GC200728R06)
- Confirmation of Minutes of the Special Finance and Audit Committee Meeting held on 10 July 2020 (Report Reference: GC200728R07)

Carried Unanimously

Confirmation of Minutes of the Urban Planning Committee meeting held on 14 July 2020
Report Reference: GC200728R06

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

That Council:

1. Receives and notes the minutes of the Urban Planning Committee meeting held on 14 July 2020.

2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee.

Carried Unanimously

Confirmation of Minutes of the Special Finance and Audit Committee Meeting held on 10 July 2020
Report Reference: GC200728R07

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

That Council:

1. Receives and notes the minutes of the Special Finance and Audit Committee meeting held on 10 July 2020.

2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Finance and Audit Committee.

Carried Unanimously

Final Privacy Policy - Adjourned Item
Report Reference: GC200728R05

Moved Councillor – Raelene Telfer **Seconded Councillor – Joseph Masika**

That Council:

1. Notes the Procedure – '*Investigating and Reporting a Privacy Breach'* (Attachment 2)

2. Adopts the '*Final Privacy Policy'* (Attachment 3) with the following amendments:

    - The deletion of the second sentence in 4.7 *Eligible Data Breach*

Carried

Councillor Gard called a Division

Those for: Councillors Hutchinson, Veliskou, Masika, Mason, Clancy, Prior, Telfer, Shilling, Duncan and Crossland
Those Against: Councillors Hull and Gard

Carried

CORPORATE REPORTS FOR DECISION

Cats (Confinement) Variation By-law Update
Report Reference: GC200728R08

Moved Councillor – Bruce Hull **Seconded Councillor – Ian Crossland**

That Council:

1. Request a further report be brought to General Council, once a response has been received from the Minister for Environment and Water in relation to the State Government's proposed 'model Cat By-law' with options for Council to consider further action.

2. That this matter be brought back to Council in 12months if a response had not been received from the Minister.

Carried

Revitalisation of the Edwardstown Employment Precinct
Report Reference: GC200728R09

Moved Councillor – Joseph Masika **Seconded Councillor – Sasha Mason**

That Council:

1. Endorse the 12 Month Action Plan (Attachment 1).

2. Endorse the budget of up to $145,000 to deliver to 2020/21 Action Plan.

Carried Unanimously

CONFIDENTIAL ITEMS

7.31pm Councillor Crossland left the meeting
7.33pm Councillor Crossland re-entered the meeting

The Mayor sought and was granted leave of the meeting to consider all the cover reports for each of the confidential items next on the agenda before going into confidential discussions for the items.

Cover Report - Confirmation of Confidential Minutes of the Urban Planning Committee meeting held on 14 July 2020
Report Reference: GC200728F01

Moved Councillor – Matthew Shilling **Seconded Councillor – Nathan Prior**

1. That pursuant to Section 90(2) 3(b) (i) and (ii) and 3(d) (i) and (ii) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Greg Salmon, Donna Griffiths, Warwick Deller-Coombs, Jaimie Thwaites, Victoria Moritz and Craig Clarke be excluded from the meeting as the Council receives and considers information relating to the Confirmation of Confidential Minutes of the Urban Planning Committee Meeting held on 14 July 2020, upon the basis that the Council 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council or to confer a commercial advantage on a third party.

Carried Unanimously

Cover Report - Cove Cobras Football Club Tenancy
Report Reference: GC200728F02

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

1. That pursuant to Section 90(2) and (3)(a), (b)(i) and (ii), d(i) and (ii) and (g) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites, Thuyen Vi Alternetti, Kane Harrison, Andy Sakkas, Victoria Moritz, Tony Kernahan and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Cove Cobras Football Club Tenancy, upon the basis that the Council 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 personal affairs of any person (living or dead), and to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council or to confer a commercial advantage on a third party, and is a matter currently under a confidential order.

Carried Unanimously

Cover Report - Marion Sports and Community Club – Landlord Consent
Report Reference: GC200728F03

Moved Councillor – Tim Gard **Seconded Councillor – Raelene Telfer**

1. That pursuant to Section 90(2) 3(d) (i) and (ii) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Thuyen Vi-Alternetti, Jaimie Thwaites, Victoria Moritz and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Marion Sports and Community Club - Landlord Consent, upon the basis that the Council 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business.

Carried Unanimously

Cover Report - Edwardstown Creative Industries Co-working Hub Tender report
Report Reference: GC200728F04

Moved Councillor – Sasha Mason **Seconded Councillor – Joseph Masika**

1. That pursuant to Section 90(2) and (3)(k) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites, Marg Edgecombe, Greg Salmon, Victoria Moritz and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Edwardstown Creative Industries Co-working Hub Tender report, upon the basis that the Council 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 tenders for the supply of goods, the provision of services or the carrying out of works.

Carried Unanimously

Cover Report - Revitalisation of the Edwardstown Employment Precinct
Report Reference: GC200728F05

Moved Councillor – Joseph Masika **Seconded Councillor – Sasha Mason**

1. That pursuant to Section 90(2) 3(b) (i) and (ii) and 3(d) (i) and (ii) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Greg Salmon, Donna Griffiths, Warwick Deller-Coombs, Jaimie Thwaites, Victoria Moritz and Craig Clarke be excluded from the meeting as the Council receives and considers information relating to the Revitalisation of the Edwardstown Employment Precinct, upon the basis that the Council 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council or to confer a commercial advantage on a third party.

Carried Unanimously

7.32pm the Meeting went into Confidence

The Mayor sought and was granted leave of the meeting to vary the order of the agenda and consider the item *Cove Cobras Football Club Tenancy (Report Reference: GC200728F02)* next on the agenda.

Cove Cobras Football Club Tenancy
Report Reference: GC200728F02

Mr Tony Kernahan gave a five-minute presentation to Council regarding the Cove Cobras Football Club Tenancy

7.58pm Mr Tony Kernahan left the meeting

Moved Councillor – Matthew Shilling, **Seconded Councillor – Ian Crossland**

1. That formal meeting procedures be suspended to discuss the item.

Carried Unanimously

7.59pm formal meeting procedures suspended
8.12pm Councillor Hutchinson left the meeting
8.13pm Councillor Hutchinson re-entered the meeting
8.36pm formal meeting procedures resumed

Moved Councillor – Matthew Shilling **Seconded Councillor – Ian Crossland**

That Council:

1. Notes the deputation from the Cove Cobras Football Club President.

2. In line with the other licences at the venue, endorse a 5-year licence commencing 1 October 2020 subject to all conditions being met with an annual review in July each year commencing July 2021.

3. That the licence offered to the club include the following conditions:
    - That the Council Liaison officer be invited to all executive meetings of the club
    - The club maintains a minimum Level 2 Good Sports accreditation or above
    - Any behavioral issues are reported to Council's Chief Executive Officer within 48 hours

4. An update report will be provided to Council in August 2021.

Carried Unanimously

Moved Councillor – Maggie Duncan **Seconded Councillor – Ian Crossland**

5. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, *Cove Cobras Football Club Tenancy and* associated appendices arising from this report having been considered in confidence under Section 90(2) and (3)(a), (b)(i) and (ii), (d) (i) and (ii), and (g) 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 2020.

Carried Unanimously

8.49pm Councillor Shilling left the meeting

Confirmation of Confidential Minutes of the Urban Planning Committee meeting held on 14 July 2020
Report Reference: GC200728F01

Moved Councillor – Ian Crossland **Seconded Councillor – Maggie Duncan**

That Council:

1. Receives and notes the confidential minutes of the Urban Planning Committee meeting held on 14 July 2020.

2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Urban Planning Committee.

Carried Unanimously

Moved Councillor – Ian Crossland **Seconded Councillor – Nathan Prior**

3. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the appendix to the report 'Confirmation of Confidential Minutes of the Urban Planning Committee meeting held on 14 July 2020' having been considered in confidence under Section 90(2) and (3) (b) and (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 2020.

Carried Unanimously

Cover Report - Marion Sports and Community Club – Landlord Consent
Report Reference: GC200728F03

8.57pm Councillor Shilling re-entered the meeting
8.57*pm* Councillor Duncan left the meeting
9.00pm Councillor Duncan re-entered the meeting

PROCEDURAL MOTION

Moved Councillor – Joseph Masika **Seconded Councillor - Nathan Prior**

1. That this item be deferred to the Special Council Meeting to be held on 29 July to allow additional financial information to be distributed to Council Members

Carried Unanimously

Cover Report - Edwardstown Creative Industries Co-working Hub Tender report
Report Reference: GC200728F04

Moved Councillor – Joseph Masika **Seconded Councillor – Sash Mason**

1. That this item be deferred to the Special Council Meeting to be held on 29 July 2020

Carried

9.28pm Councillor – Luke Hutchinson left the meeting

Cover Report - Revitalisation of the Edwardstown Employment Precinct
Report Reference: GC200728F05

MEETING EXTENSION

Moved Councillor – Ian Crossland, **Seconded Councillor – Sasha Mason**

1. That the meeting be extended until the conclusion of this item.

Carried Unanimously

9.29pm meeting extended

9.32pm Councillor Hutchinson re-entered the meeting

Moved Councillor – Nathan Prior **Seconded Councillor – Ian Crossland**

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Revitalisation of the Edwardstown Employment Precinct, the associated appendices and any minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b)(i) and (ii) and (d)(i) and (ii) 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 2020.

Carried

CORPORATE REPORTS FOR INFORMATION/NOTING - Nil

WORKSHOP / PRESENTATION ITEMS - Nil

MOTIONS WITH NOTICE - Nil

QUESTIONS WITH NOTICE – Nil

MOTIONS WITHOUT NOTICE - Nil

QUESTIONS WITHOUT NOTICE - Nil

OTHER BUSINESS - Nil

MEETING CLOSURE

Council shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

MEETING CLOSURE - Meeting Declared Closed at 09:46 PM

CONFIRMED THIS 11th DAY OF AUGUST 2020

.....
CHAIRPERSON

MINUTES OF THE SGC200729 – SPECIAL GENERAL COUNCIL MEETING

Wednesday, 29 July 2020 at 06:30 PM

Held in Virtual Meeting Room – Zoom and in the Council Chamber

Present:

Elected Members

Mayor - Kris Hanna
Councillor - Ian Crossland
Councillor - Bruce Hull
Councillor - Maggie Duncan
Councillor - Kendra Clancy
Councillor - Raelene Telfer
Councillor - Joseph Masika (electronically)
Councillor - Tim Gard
Councillor - Nathan Prior
Councillor - Matthew Shilling
Councillor - Jason Veliskou (electronically)
Councillor - Luke Hutchinson (electronically from 6.59pm)
Councillor - Sasha Mason

In Attendance:

Chief Executive Officer – Adrian Skull
General Manager City Development – Ilia Houridis
General Manager Corporate Services – Sorana Dinmore
General Manager City Services – Tony Lines
Manager Corporate Governance – Kate McKenzie
Governance Officer – Victoria Moritz

OPEN MEETING

The Mayor opened the meeting at 06:31pm

KAURNA ACKNOWLEDGEMENT

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

DISCLOSURE

All persons in attendance are advised that the audio of this General Council meeting will be recorded and will be made available on the City of Marion website.

ELECTED MEMBER'S 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:

- Councillor Shilling declared a perceived conflict of interest in the item *Local Government Association Annual General Meeting 2020 (*Report Reference: SGC200729R06) and a material conflict of interest the item *X Convenience Service Station Development Application* (Report Reference: SGC200729M03).

- Councillor Crossland declared a perceived conflict of interest in the item *Rescission Motion - Removal of Lower Field River Pines (Aleppo Pines)* (Report Reference: SGC200729M02).

- Councillor Hull declared a perceived conflict of interest in the item *Local Government Association Annual General Meeting 2020 (*Report Reference: SGC200729R06).

- Councillor Telfer declared a perceived conflict of interest in the item *Local Government Association Annual General Meeting 2020 (*Report Reference: SGC200729R06) and the item *X Convenience Service Station Development Application* (Report Reference: SGC200729M03).

- The Mayor declared a perceived conflict of interest in the item *X Convenience Service Station Development Application* (Report Reference: SGC200729M03).

ORDER OF AGENDA

The Mayor sought and was granted leave of the meeting to vary the order of agenda items and consider the Adjourned Items at 9.10pm this evening unless all other items are completed before this time.

DEPUTATIONS

Deputation - Aleppo Pines Rescission Motion
Report Reference: SGC200729D01

Councillor Crossland declared a perceived conflict of interest in the item *Rescission Motion - Removal of Lower Field River Pines (Aleppo Pines)* (Report Reference: SGC200729M02) due to the close proximity of his residential address. Councillor Crossland advised he will remain present for the deputation but will leave the meeting for the debate on the Rescission Motion.

Mr Morriss gave a five-minute deputation to Council supporting the rescission of the resolution passed on 26 May 2020 in relation to the Aleppo Pines (GC200526P01).

6.40pm Councillor Veliskou left the meeting

The Mayor sought and was granted leave of the meeting to vary the order of the agenda and consider the item *Rescission Motion* – Removal of Lower Field River Pines (Aleppo Pines) next on the agenda.

6.50pm Councillor Crossland left the meeting

Rescission Motion - Removal of Lower Field River Pines (Aleppo Pines)
Report Reference: SGC200729M02

6.48pm Councillor Veliskou re-entered the meeting

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

That Council:

1. Rescind motion GC200526P01

    1. *Council notes the petition.*
    2. *The group of approximately 30 Aleppo Pine trees in the Cormorant Drive Reserve, Hallett Cove, be removed in stages over the period of the next three years whilst a revegetation program takes affect during that period.*
    3. *The Petitioners be advised of the decision*

2. Council notes the petition of 31 signatures, discussed at General Council on 26 May 2020;

3. A report be brought to Council by 27th October 2020 regarding the Aleppo Pines which provides Council with the following information:

    a. An external expert opinion on what impacts the removal of the trees will have on:
        i. Fauna;
        ii. Flora;
        iii. Field River environment, in particular the immediate area around the trees;

    b. A plan for a staged approach to remove the 30 Aleppo Pines;

    c. Information on what natives can be used to revegetate the site.

4. That the Petitioners be advised of the amended motion.

6.59pm Councillor Hutchinson joined the meeting

7.03pm Councillor Veliskou left the meeting
7.04pm Councillor Veliskou re-entered the meeting

Carried

CORPORATE REPORTS FOR DECISION

Marino Hall Redevelopment - Feasibility options
Report Reference: SGC200729R01

7.07pm Councillor Crossland re-entered the meeting

Moved Councillor – Tim Gard **Seconded Councillor – Ian Crossland**

That Council:

1. Notes the feasibility report completed by Studio Nine.

2. Endorses Option 2 for a full redevelopment of Marino Hall and commits $2.5 million (50%) to the project for inclusion in Council's Long-Term Financial Plan subject to receiving a matching external funding commitment.

3. Endorses to proceed to further refine the endorsed proposal and undertake stakeholder consultation, with consultancy fees capped at $18,000.

4. Note that if required, a separate report as required under Section 48 of the Local Government Act, will be brought to Council for consideration.

Carried Unanimously

Marion Historic Village Museum - Final Report
Report Reference: SGC200729R02

Moved Councillor – Raelene Telfer **Seconded Councillor - Maggie Duncan**

1. That formal meeting procedures be suspended to discuss the item

Carried Unanimously

7.16pm formal meeting procedures suspended
7.34pm formal meeting procedures resumed

Moved Councillor – Raelene Telfer **Seconded Councillor – Sasha Mason**

1. Notes the report

2. Endorses the preferred option for the City of Marion Museum to be broadly Options 3 and 4 in the report.

This will be a custom museum space at Marion Heritage Research Centre of a gallery, as a collecting facility and depository. Other local, niche, significant sites at Marion Historic Village Museum, Glandore, Glenthorne, Perry Barr Farm, Worthing Mine, Hallett Geographical Area, Oaklands Reserve, and others will be interpreted in situ. The Coach House, Warriparinga, would be restored and fitted for curation workshops, and storage.

3. Allocates $30,000 to undertake preliminary scoping and costing of the above proposal.

4. Receives a report of the preliminary scoping, costing, and possible timelines of stages by December 2020.

5. Notes that staff will update the 2011 Cultural Heritage Plan to align with the above decisions.

Moved Councillor - Bruce Hull **Seconded Councillor – Ian Crossland**

1. That this item be deferred until the General Council Meeting on 27 October 2020.

Lost

The motion was **Carried**

Councillor Crossland called a Division:

The Mayor declared the vote set aside

Those for: Councillors: Masika, Veliskou, Hutchinson, Mason, Telfer, Duncan and Gard
Those Against: Councillors Clancy, Prior, Hull, Shilling and Crossland

Carried

7.52pm Councillor Clancy left the meeting

Moved Councillor – Matthew Shilling **Seconded Councillor - Maggie Duncan**

1. That the motion *X Convenience Service Station Development Application* (Report Reference: SGC200729M03) be brought forward and considered next on the agenda.

Carried Unanimously

X Convenience Service Station Development Application
Report Reference: SGC200729M03

Councillor Telfer declared a perceived conflict of interest in the item as she is unable to participate in this Council Assessment Panel hearing as an independent member appointed by Council and stated:

a. I have given advice to respondents in my Ward on this matter
b. I have attended 3 public meetings by respondents
c. I have publicly expressed my opinion on the application

Councillor Telfer advised she would remain in the Chamber for the item.

Councillor Shilling declared a material conflict of interest in the item as he is a Member on the Council Assessment Panel and intends to sit on the panel for the assessment decision. Councillor Shilling advised he will leave the Chamber for the item.

The Mayor declared a perceived conflict of interest in the item as he was involved in drafting the appeal (Pro bono) on behalf of the residents and will remain in the Chamber for the item.

7.55pm Councillor Clancy re-entered the meeting

7.55pm Councillor Shilling left the meeting

Moved Councillor – Bruce Hull **Seconded Councillor – Ian Crossland**

With regard to the pending ERD Court Category review – 2020_0568 X Convenience Service Station Development – 373 Diagonal Road, Sturt, that Council:

1. Requests that the Council will remain neutral, by advising the Court that it will abide the decision of the Court. Council will leave it to the ERD Court to hear from the resident/s and to make its own assessment about the correctness or incorrectness of the Categorisation Decision.

2. Does not actively defend its position but does participate to the extent of explaining the decision and its basis.

AMENDMENT

Moved Councillor – Raelene Telfer **Seconded Councillor - Jason Veliskou**

With regard to the pending ERD Court Category review – 2020_0568 X Convenience Service Station Development – 373 Diagonal Road, Sturt, that Council:

1. Requests that the Council will remain neutral, by advising the Court that it will abide the decision of the Court. Council will leave it to the ERD Court to hear from the resident/s and to make its own assessment about the correctness or incorrectness of the Categorisation Decision.

2. Participates to the extent of explaining the decision and its basis.

The amendment to become the motion was **Lost**
Councillor Telfer voted in Favour

The original motion was **Carried**
Councillor Telfer voted in Favour

Public Art Guidelines Community Consultation
Report Reference: SGC200729R03

8.20pm Councillor Shilling re-entered the meeting
8.20pm Councillor Clancy left the meeting
8.21pm Councillor Clancy re-entered the meeting

Moved Councillor – Bruce Hull **Seconded Councillor – Tim Gard**

That Council:

1. Endorse the Public Art Guidelines 2020-2028 for community consultation.

2. Note that a further report will be brought to General Council meeting on 27 October 2020, reporting on community feedback and seeking final endorsement of the Public Art Guidelines.

Carried Unanimously

Carbon Neutral Plan
Report Reference: SGC200729R04

8.26pm Councillor Hutchinson left the meeting

Moved Councillor – Nathan Prior **Seconded Councillor – Ian Crossland**

1. That formal meeting procedures be suspended to discuss the item

Carried Unanimously

8.27pm formal meeting procedures suspended

8.27pm Councillor Mason left the meeting
8.30pm Councillor Mason re-entered the meeting

8.30pm Councillor Hutchinson re-entered the meeting

8.32pm formal meeting procedures resumed

Moved Councillor – Matthew Shilling **Seconded Councillor – Maggie Duncan**

That Council:

1. Notes the report.

2. A revised report will be brought back for consideration at the General Council meeting in October 2020.

Carried Unanimously

Representation Review Options Paper
Report Reference: SGC200729R05

9.01pm Councillor Prior left the meeting
9.05pm Councillor Prior re-entered the meeting

Moved Councillor - Bruce Hull

1. That the item be deferred until February 2021

Lapsed for want of a Seconder

Moved Councillor – Joseph Masika, **Seconded Councillor – Luke Hutchinson**

That:

1. Council adopts the Representation Review Options Paper included as Attachment 2 to this report.

2. The Manager Corporate Governance be authorised to amend the wording (without changing the meaning or purpose of the Representation Review Options Paper) if required.

3. The community consultation and engagement process commences on Thursday, 30 July 2020 and concludes at 5 pm, Monday, 14 September 2020.

4. The outcomes of the community consultation be presented to Council at its meeting on Tuesday, 13 October 2020.

Carried

ADJOURNED - CONFIDENTIAL ITEMS (9.10pm)

The Mayor sought and was granted leave of the meeting to consider all the cover reports for each of the confidential items next on the agenda before going into confidential discussions for the items.

Marion Sports and Community Club – Landlord Consent - Adjourned Item
Reference: SGC200729F01

Moved Councillor – Nathan Prior **Seconded Councillor – Sasha Mason**

1. That pursuant to Section 90(2) 3(d) (i) and (ii) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Thuyen Vi-Alternetti, Jaimie Thwaites, Victoria Moritz and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Marion Sports and Community Club - Landlord Consent, upon the basis that the Council 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 relating to matters pertaining to commercial operations of a confidential nature, the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business.

Carried

Edwardstown Creative Industries Co-Working Hub Tender report - Adjourned Item
Report Reference: SGC200729F02

Moved Councillor – Raelene Telfer **Seconded Councillor – Sasha Mason**

1. That pursuant to Section 90(2) and (3)(k) of the *Local Government Act 1999*, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites, Marg Edgecombe, Greg Salmon, Victoria Moritz and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Edwardstown Creative Industries Co-working Hub Tender report, upon the basis that the Council 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 tenders for the supply of goods, the provision of services or the carrying out of works.

Carried Unanimously

9.11pm the meeting went into confidence

Marion Sports and Community Club – Landlord Consent - Adjourned Item
Reference: SGC200729F01

9.13pm Councillor Hutchinson left the meeting
9.14pm Councillor Hutchinson re-entered the meeting

Moved Councillor - Jason Veliskou **Seconded Councillor - Matthew Shilling**

1. That the meeting be extended until the conclusion of this item and the following two time critical items:
    - *Local Government Association Annual General Meeting 2020 (Report Reference: SGC200729R06)* and
    - *Statutes Amendment (Local Government Review) Bill 2020 (Report Reference: SGC200729R07.*

Carried

Moved Councillor – Ian Crossland **Seconded Councillor Raelene Telfer**

1. In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that this report, Marion Sports and Community Club - Landlord Consent, the associated appendices and any minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) (i) and (ii) 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 2020.

Carried

9.30pm the meeting came out of confidence

9.31pm The Mayor left the meeting and did not return.

In the absence of the Mayor, Deputy Mayor Shilling resumed the Chair.

Local Government Association Annual General Meeting 2020
Report Reference: SGC200729R06

Councillor Shilling declared a perceived conflict of interest in the item as he is a Justice of the Peace and will remain in the Chamber for the item.

Councillor Hull declared a perceived conflict of interest in the item as he is a Justice of the Peace and will remain in the Chamber for the item.
Councillor Telfer declared a perceived conflict of interest in the item as she is a Justice of the Peace and will remain in the Chamber for the item.

9.32pm Councillor Duncan left the meeting
9.34pm Councillor Duncan re-entered the meeting

Moved Councillor – Sasha Mason **Seconded Councillor – Ian Crossland**

That:

1. The nominated Council Voting Delegate for the 2020 Local Government Association Annual General Meeting is the Mayor and that the Proxy Delegate for this meeting is Deputy Mayor Shilling.

2. Council submits the following Notices of Motion to the Local Government Association by 17 August 2020 for consideration at the 2020 Local Government Association Annual General Meeting:

   2.1. That the Annual General Meeting requests the LGA to partner with the Royal Association of Justices of South Australia to lobby the Attorney General's Department to take up public liability and personal accident insurances on behalf of Justices of the Peace (JPs).

   2.2. That the Annual General Meeting requests that the LGA moves to seek greater intervention and control by higher authorities in respect to local government data breach notification procedures, to avoid inconsistent and/or inappropriate interpretations of proper procedure, especially when a large number of affected persons is involved and/or the detection of such breaches is a substantial period of time after the fact.

   2.3. That the LGA publish as part of LGA Annual Report, all appointments or recommendations which lead to an appointment by the LGA Board of Directors. The list to include relevant information such as:
   - the position
   - name of the person appointed
   - term of the position
   - any remuneration applicable to the position.

3. On submitting Notices of Motion to the Local Government Association, the Chief Executive Officer be authorised to amend the wording (without changing the meaning or purpose of the motion) if required.

Carried
Councillor Hull voted in Favour
Councillor Telfer voted in Favour

Statutes Amendment (Local Government Review) Bill 2020
Report Reference: SGC200729R07

Moved Councillor – Sasha Mason **Seconded Councillor – Nathan Prior**

That Council:

1. Adopts the submission to the Local Government Association (LGA) provided in Attachment 3 to this report regarding the *Statues Amendment (Local Government Review) Bill 2020.*

2. Provides the correspondence provided in Attachment 4 to this report regarding the *Statues Amendment (Local Government Review) Bill 2020* to the Minister for Transport, Infrastructure and Local Government and Shadow Minister for Planning and Local Government.

Carried

Councillor Hull called a Division:

The Chair declared the vote set aside

Those for: Councillors Mason, Clancy, Prior, Telfer, Duncan, Gard, Crosland, Masika, Hutchinson and Veliskou
Those Against: Councillor Hull

Carried

MEETING CLOSURE
Council shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.

Meeting Declared Closed at 9.36pm

CONFIRMED THIS 11TH DAY OF AUGUST 2020

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CHAIRPERSON

THE FOLOWING ITEMS WERE NOT CONSIDERED:

- Edwardstown Creative Industries Co-Working Hub Tender report - Adjourned Item
- Naming of Woodend Path
- Leases and Licences Update
- Work Health and Safety – Monthly Performance Report – June 2020
- Questions Taken on Notice Register
- Council Verges – Reported Use of Plastic Grass
- Westfield Marion Area – Residential Parking Scheme Exemptions
- Elected Members Code of Conduct During Elections
- Spinnaker Crescent Reserve
- Genetically Modified (GM) Crops – Consultation

ADJOURNED ITEMS

Cover Report - Edwardstown Creative Industries Co-working Hub Tender report - Adjourned Item

Originating Officer	Unit Manager Community Cultural Development - Marg Edgecombe
Corporate Manager	Manager City Activation - Greg Salmon
General Manager	General Manager City Development - Ilia Houridis
Report Reference	GC200811F01

RECOMMENDATION

That pursuant to Section 90(2) and (3)(k) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Ilia Houridis, Tony Lines, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites, Marg Edgecombe, Greg Salmon, Victoria Moritz and Craig Clarke, be excluded from the meeting as the Council receives and considers information relating to the Edwardstown Creative Industries Co-working Hub Tender report, upon the basis that the Council 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 tenders for the supply of goods, the provision of services or the carrying out of works.

Edwardstown Creative Industries Co-working Hub Tender report - Adjourned Item

CONFIDENTIAL

Reason For Passing This Resolution:

Local Government Act (SA) 1999 S 90 (2) 3(k): tenders for the supply of goods, the provision of services or the carrying out of works.

DEPUTATIONS - Nil

PETITIONS - Nil

COMMITTEE RECOMMENDATIONS

Confirmation of the Minutes of the Review and Selection Committee Meeting held on 4 August 2020

Originating Officer	Unit Manager Governance and Council Support - Jaimie Thwaites
Corporate Manager	Manager People and Culture - Steph Roberts
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	GC200811R02

REPORT OBJECTIVE

The purpose of this report is to facilitate the recieving and noting of the minutes of the Review and Selection Committee Meeting held on 4 August 2020.

EXECUTIVE SUMMARY

A summary of items considered by Committee Members are noted below.

Reports for Discussion

- FTE Management
- Independent Member - Finance and Audit Committee

Reports for Noting

- Corporate and CEO KPI Report Quarter Four 2019/20

Confidential Items

- Deputy CEO Arrangements

RECOMMENDATION

That Council:

1. **Receives and notes the Minutes of the Review and Selection Committee meeting held on 4 August 2020.**
2. **Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee.**

Attachment

#	Attachment	Type
1	RSC200804 - Final Minutes	PDF File

MINUTES OF THE RSC200804 - REVIEW AND SELECTION COMMITTEE

Tuesday, 04 August 2020 at 06:00 PM

Council Administration Centre, 245 Sturt Road, Sturt

PRESENT

Elected Members

His Worship the Mayor Kris Hanna

Councillors Clancy, Shilling

In Attendance

Adrian Skull	Chief Executive Officer
Steph Roberts	Manager People and Culture
Kate McKenzie	Manager Corporate Governance
Sorana Dinmore	General Manager Corporate Services
Ray Barnwell	Manager Finance

OPEN MEETING

The Mayor opened the meeting at 06:22 PM

KAURNA ACKNOWLEDGEMENT

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

ELECTED MEMBERS DECLARATION (if any)

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

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Review and Selection Committee Meeting held on 5 May 2020

Report Reference: RSC200804R01

Moved Councillor Shilling, Seconded Councillor Clancy

That the minutes of the Review and Selection Committee Meeting held on 5 May 2020 be taken as read and confirmed.

CARRIED UNANIMOUSLY

BUSINESS ARISING

CONFIDENTIAL ITEMS

Deputy CEO Arrangements

Report Reference: RSC200804F01

Moved Councillor Clancy, Seconded Councillor Shilling

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Steph Roberts, be excluded from the meeting as the Council receives and considers information relating to Council employees, upon the basis that the Council 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 Council employees.

CARRIED UNANIMOUSLY

6.25pm the meeting went into confidence

Moved Councillor Shilling, Seconded Councillor Clancy

That:

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Deputy CEO Arrangements and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) 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 2020.

CARRIED UNANIMOUSLY

6.31pm the meeting came out of confidence

6.31pm Adrian Skull left the meeting
6.32pm Ray Barwell joined the meeting
6.32pm Kate McKenzie joined the meeting
6.33pm Adrian re-joined the meeting
6.34pm Sorana Dinmore joined the meeting

REPORTS FOR NOTING

Corporate and CEO KPI Report Quarter Four 2019/20

Report Reference: RSC200804R04

4. Employee Costs
- Summary of the increase in employee costs 4.79% on prior year, impacted by:
    - EBA increase
    - Additional grant funding, off set by income in grant funding
    - Cross Council roles, sit in labour costs, part recovery from participating Councils
    - Increase in leave provisions due to COVID-19 with leave cancellation
        - Accrual for leave on top of salary
    - Council Resolutions
    - New positions added to budget
        - Acknowledgement there are times roles need to be added in order to deliver services, while balancing meeting the KPI
    - KPI relates to total employee costs compared to prior year actual result, rather than FTE.
    - the committee was relaxed about the KPI result (4.79%) after the clear explanation given by the Finance Manager

- The comparison is to the prior year actuals, for example where savings were realised in the prior year, this potentially impacts the budget for the current year.
- KPI is not based on the current program of works.
- KPI enables administration to determine the number of FTE within the budgeted employee costs.
- Grant Funded positions should not form part of the KPI result (even though they increase employee costs, off set by the funding received)

- Alternative KPI suggestions were discussed
    - Have an endorsed a budget for the financial year (not based on prior year actuals)
    - Prior year actual plus 3%
    - no KPI alternative (to labour costs increase %) was presented which was obviously better to create reasonable restraint on growth of employee costs

6. Asset sustainability
- **ACTION**: Add a rolling average for asset sustainability

3. Lost Time Injury Frequency Rate (LTIFR)
- **ACTION**: Add a rolling would assist with the LTIFR

General discussion

- Finance and Audit Committee August and joint Elected Member meeting, KPMG will present the metrics that matter report

- **ACTION**: Request for the Corporate KPIs to be included on the January planning day agenda

- Increased rigor is being implemented regarding recruitment approval prior to recruiting/engaging FTE

7.00pm Kate McKenzie left the meeting
7.01pm Kate McKenzie re-joined the meeting

Moved Councillor Shilling, Seconded Councillor Clancy

That the Review and Selection Committee:

1. Notes the report and attachments.

CARRIED UNANIMOUSLY

REPORTS FOR DISCUSSION

FTE Management

Report Reference: RSC200804R02

Moved Councillor Clancy, Seconded Councillor Shilling

That the Review and Selection Committee:

1. Notes the report

CARRIED UNANIMOUSLY

Independent Member - Finance and Audit Committee

Report Reference: RSC200804R03

7.15pm the meeting went into confidence

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Kate McKenzie and Steph Roberts, be excluded from the meeting as the Council receives and considers information relating to personal affairs, upon the basis that the Council 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 Council employees.

Moved Councillor Shilling, Seconded Councillor Clancy

CARRIED UNANIMOUSLY

7.15pm Sorana Dinmore and Ray Barnwell left the meeting

7.21pm the meeting came out of confidence

Moved Councillor Clancy, Seconded Councillor Shilling

1. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Independent Member – Finance and Audit Committee and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) 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 2020.

CARRIED UNANIMOUSLY

WORKSHOP / PRESENTATION ITEMS - Nil
OTHER BUSINESS

MEETING CLOSURE

MEETING CLOSURE - Meeting Declared Closed at 07:21 PM

CONFIRMED THIS 4 DAY OF AUGUST

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CHAIRPERSON

CITY OF MARION

CONFIDENTIAL ITEMS

Cover Report - Confirmation of Confidential Minutes of the Review and Selection Committee Meeting held on 4 August 2020

Originating Officer	Governance Officer - Angela Porter
Corporate Manager	Manager People and Culture - Steph Roberts
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	GC200811F02

RECOMMENDATION

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Tony Lines, Ilia Houridis, Sorana Dinmore, Steph Roberts, Kate McKenzie, Jaimie Thwaites and Victoria Moritz, be excluded from the meeting as the Council receives and considers information relating to Confidential Minutes of the Review and Selection Committee Meeting held on 4 August 2020, upon the basis that the Council 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 personal affairs of any persons.

Confirmation of Confidential Minutes of the Review and Selection Committee Meeting held on 4 August 2020

CONFIDENTIAL

Reason For Passing This Resolution:

Local Government Act (SA) 1999 S 90 (2) 3(a): information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

Cover Report - Independent Member - Finance and Audit Committee

Originating Officer	Unit Manager Governance and Council Support - Jaimie Thwaites
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811F03

RECOMMENDATION

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Adrian Skull, Tony Lines, Ilia Houridis, Sorana Dinmore, Kate McKenzie, Jaimie Thwaites and Victoria Moritz, be excluded from the meeting as the Council considers 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 performance of the Finance and Audit Committee.

Independent Member - Finance and Audit Committee

CONFIDENTIAL

Reason For Passing This Resolution:

Local Government Act (SA) 1999 S 90 (2) 3(a): information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

CITY OF MARION

CORPORATE REPORTS FOR DECISION

Naming of Woodend Path

Originating Officer	General Manager City Services - Tony Lines
Corporate Manager	N/A
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R03

REPORT OBJECTIVE

To determine whether Council would like to name the recently constructed shared use path from Woodend Primary School to Berrima Road, Sheidow Park.

EXECUTIVE SUMMARY

Council has recently received $290,000 from the State Government to fund the design and construction of a new shared use path from Woodend Primary School to Berrima Road, Sheidow Park, and to plant 160 mature trees in an avenue effect along the path. Council will contribute $67,000 towards this project.

Interest has been expressed from the Woodend Primary School and Minister Speirs to name the path. This report proposes a process to name the path and seeks to determine Council's support of such naming.

RECOMMENDATION

That Council:

1. **Notes the report.**
2. **Agrees to a competition with the Woodend Primary School to propose names for the new shared use path from Woodend Primary School to Berrima Road, Sheidow Park.**
3. **Receives a report recommending a preferred name for the new shared use path.**

DISCUSSION

In 2019/20 Council constructed a new 1 km shared use path for walking and cycling from Woodend Primary School to Berrima Road in Sheidow Park. The State Government funded the majority of the cost ($250,000) with Council contributing the remainder ($27,000).

A key driver behind the path is to reduce traffic congestion and parking issues near the school by encouraging families to leave their cars at home and walk / cycle to school. The path runs from Berrima Road, through three open space areas and Sandy Glass Court Reserve, right to the school oval at Franklin Court. A ramp has been included where the path meets the oval to improve accessibility.

Council delivered the project by designing the path and managing construction.

In late 2019/20 Council also received a $40,000 grant from Minister David Speirs as 50:50 funding for planting approximately 160 mature trees in an ‘avenue affect’ along the new path. The funding covers the planting and maintenance of the trees over the first 3 years to ensure they become well established.

The 160 trees have been ordered. Site preparation will occur in early August, and planting in late August. It is planned that the Open Space Recreation and Planning team will install some planned seating upgrades at the same time.

Minister Speirs has expressed interest in naming the new path. He has had feedback from the school to name it and potentially run a competition among the school children for a name.

Naming the path would need to comply with Council’s Road and Public Place Names Policy (a public place includes a footway). Should Council decide to name the path then the following process would be utilised:

1. Work with Woodend Primary School and Minister Speirs’ office to run the naming competition.
2. Short-list the name submissions and select a preferred name (by the Mayor, Ward Councillors and Minister Speirs).
3. Report to Council with a recommendation for the path name.
4. Hold an open day in late August with Council, school representatives and Minister Speirs, to announce the path name and celebrate the tree planting.
5. Notify required parties of the new name.

Consideration could be given to unveiling a small plaque on site as part of the planting day, which outlines the name of the pathway as well as acknowledgement for the financial contributions.

CITY OF MARION

City of Marion Gap Year Program 2021 - 2023

Originating Officer	People and Culture Partner - Nicola Beckwith-Jones
Corporate Manager	Manager People and Culture - Steph Roberts
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	GC200811R04

REPORT OBJECTIVE

To provide Council with an update on the Gap Year Program and seek endorsement for the continuation of the program.

EXECUTIVE SUMMARY

The 2017 Gap Year program was identified as an opportunity for Council to provide meaningful work experience for students in local senior schools in the City of Marion to "kick start" their career. Council has employed eight graduating students in 2017, 2018, 2019 and 2020 providing them with an opportunity to gain employment experience across a wide range of Council functions over their twelve month internship.

Feedback provided by the participants as well as business units hosting the Gap Year Team Members has recognised the program as a success. The success of the program was also recognised in 2018 when Council was awarded the Local Government Professionals Leadership Excellence Award for Excellence in People and Culture.

RECOMMENDATION

That Council:

1. **Endorses funding for two Gap Year Team Members employed on twelve-month contracts for 2021, 2022 and 2023.**
2. **Supports applications from candidates attending school and living in the Marion Council.**
3. **Supports the Gap Year program opportunity be presented to all the senior schools in the Marion community.**

GENERAL ANALYSIS

The Gap Year program was developed as an opportunity for Council to help "launch" the careers of students in local senior schools. The program commenced 1 February 2017, with two graduating school students employed on 12-month contracts. Since inception Council has employed a total of eight participants into the program.

To ensure schools are equipped with sufficient information to inform students about the unique opportunity, People and Culture have held information sessions at each of the three Marion Public Secondary Schools. Past Gap Year participants have attended the sessions and shared what they have gained and valued from their experience.

DISCUSSION

The program has provided participants with broad work experience in a community-centric organisation. During the four year program the feedback obtained is that the work being undertaken is providing value and is contributing to the stated community outcomes. The work is varied and rewarding and has opened career pathways the participants had not been aware of prior to joining the City of Marion.

Feedback from business units is that the program is invaluable and the students are making real contributions to the organisation and the community. The continuation of the program would align to the Community Vision theme 'Prosperous' by providing access to education and skills development for the community.

The participants employed in the program have been successful beyond their role at Council and have either completed additional study or secured employment at the end of their Gap Year.

All the participants have appreciated the support and guidance they have received from their employment. They have returned to meet with the Mayor, People and Culture, previous and new program participants to share their experience and reflect on what they gained from the program.

There are ten senior schools in the City of Marion Council and the focus to date has been to engage with the three public schools, however opening the program to all ten schools would provide a greater benefit to the Marion community by enabling all school leavers to be considered for this opportunity, while broadening the pool of candidates.

Financial Implications

The financial implications would remain unchanged for the Gap Year program with a total cost for the three years being $265,915 (subject to Enterprise Agreement increases) with the continued increase of budgeted staffing numbers by two full time equivalents (being the Gap year participants).

Conclusion

By continuing with the Gap Year program (within the work placements program) for the following three calendar years, Council will be providing employment opportunities for City of Marion youth, continuing to support workforce diversity and the Council Community Vision.

CITY OF MARION

Youth Achievement Grants

Originating Officer	Team Leader - Vibrant Communities - Jacqui Clark
Corporate Manager	Manager Community Connections - Liz Byrne
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R05

REPORT OBJECTIVE

To reflect Council's proposal at the Elected Member Forum held on 16 June 2020 to increase the annual budget allocation for the Youth Achievement Grants.

EXECUTIVE SUMMARY

The Youth Achievement Grants program supports young people aged 12-24 years within the City of Marion who have achieved outstanding results in their chosen endeavours.

The report recommends that the annual allocation for this grant program be increased from $10,000 to $20,000 per annum and that this increase be included in the 2020/2021 financial year.

RECOMMENDATION

That Council:

1. **Approves the annual budget increase for the Youth Achievement Grants from $10k to $20k.**

2. **Notes that the budget increase will commence in 2020/21, with the 2020/21 funding achieved through the quarterly budget review process.**

Liveable:	Young people want their city to be accessible and safe with a strong sense of community. A city that celebrates diversity, youth achievements and promotes a healthy and inclusive community.
Engaged:	Young people are community minded and value being part of a group and/or organisation that celebrates strong engaged and connected communities.
Opportunities:	Young people are given opportunity to participate in a range of activities that are of interest to them.
Current Budget Allocation	$10,000
Proposed Future Budget Allocation:	$20,000 to commence in 2020/21.

DISCUSSION

One of the outcomes from the Elected Member Forum (EMF200616) was that Elected Members proposed an increase in funding allocation to the Youth Achievement Grants annual budget.

Members saw value for the City's young people if the Youth Achievement Grants were to increase from $10,000 to $20,000.

Currently, a pool of $10,000 is available annually to encourage and support young people that have achieved outstanding results in their chosen field. Applicants can apply for $100 or $200 depending on the level of representation in their chosen field e.g. state or national representation.

With an increased budget to $20,000, depending on their eligibility, individuals who participate/represent at a state level in their chosen field will be eligible to receive $200 in financial assistance and those applicants participating/representing their chosen field at a national level will be eligible to receive $400.

Individuals are eligible for one application per financial year.

Since 2016, 333 young people have applied for a Youth Achievement Grant, with 75 young people receiving a grant throughout the 2019/20 financial year.

Council receives diverse and inspiring applications from many talented young people. The Youth Achievement Grant funds have contributed to many young people's individual journeys.

An example of some of these are: interstate STEM competitions, State and National Sporting representation, and Youth Parliament involvement.

Travelling to compete, registration, together with equipment and resources expenses can all add up and this increased fund allocation helps with these costs.

Historically, guidelines were geared towards representation in sporting pursuits and events. Guidelines will be amended to reflect the increased available dollar amount that individuals may apply for and encourage a greater diversity of representation in various pursuits.

Categories include:

- Education and Academic Performance
- Youth Leadership e.g. Youth Parliament, Youth Forums
- The Arts e.g. Creative, Visual and Performing
- Sport and Recreation e.g. State/National Competitions
- Community and Culture
- Technology and Innovation
- Environmental Sustainability

CITY OF MARION

Draft State Government Waste and Food Waste Strategies - Consultation Responses

Originating Officer	Education Officer Waste & Recycling - Allison Byrne
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R06

REPORT OBJECTIVE

To provide Council with an update on the South Australian Government's invitation to comment on their Waste Strategy 2020-2025 draft (Attachment 1) and Food Waste Strategy draft (Attachment 2), and to seek feedback and endorsement on the City of Marion's comments (Attachments 3 and 4).

EXECUTIVE SUMMARY

The South Australian Government's *Waste Strategy 2020-2025 Consultation Draft* sets targets to drive resource recovery improvements and outlines the key focus areas for the next five years.

A key target for Council to give attention to is the proposed Municipal Solid Waste (MSW) target of 70% diversion from household bin systems (and 75% including hard waste, public place bin collections and other waste from council operations). To meet this ambitious target by 2025, additional resourcing from the State Government will be required to further raise awareness and educate the community across the State.

The *Waste Strategy 2020-2025 Consultation Draft* is to be supplemented by the State's first Food Waste Strategy. A key target in *Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste: Consultation Draft* is to halve the food waste disposed in household landfill bins, which currently comprises approximately 38% of household food waste to landfill from the City of Marion.

The City of Marion supports the proposed directions in these strategy documents as an opportunity to advocate for the needs of our community and environment, and to work together to meet these challenges.

RECOMMENDATION

That Council:

1. **Endorses the submission contained in Attachment 3 in response to the South Australian Government's *'A Vision for a Circular Economy: Waste Strategy 2020 – 2025 Consultation Draft'* (subject to any amendments made in the meeting).**

2. **Endorses the submission contained in Attachment 4 in response to the South Australian Government's *'Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste: Consultation Draft'* (subject to any amendments made in the meeting).**

Valuing Nature:	VN7 We will encourage our community to minimise waste going to landfill, and we will adopt best practice technologies and methods for recycling of green-waste and other waste.
Timeline	City of Marion's submission of comments on the two draft strategies are

due back to the State Government by no later than 28 August 2020.

DISCUSSION

A Vision for a Circular Economy: Waste Strategy 2020-2025 Consultation Draft will be guided by several international, national and state frameworks, including the:

- United Nations Sustainable Development Goals
- European Commission Circular Economy Framework
- National Waste Policy and Action Plan
- National Food Waste Strategy
- *Product Stewardship Act 2011*
- *Green Industries SA Act 2004*
- Waste management hierarchy
- *Environment Protection Act 1993* and *Environment Protection (Waste to Resources) Policy 2010*

This will be South Australia's third waste strategy, and the first one to incorporate the circular economy framework as a principle for setting targets and guiding actions.

In addition to circular economy development as a key priority area, the four other key priorities that are proposed include market development for recycled materials, infrastructure capability and capacity, food waste and plastic packaging.

The South Australian Government's *A Vision for a Circular Economy: Waste Strategy 2020-2025 Consultation Draft* presents an important opportunity for the City of Marion as a key stakeholder to:

- Support the target set for municipal solid waste (MSW) diversion from landfill to recycling and composting;
- Support proposed actions to improve resource recovery and reduce contamination from kerbside bins;
- Support co-ordinated and integrated household education campaigns and use innovative approaches to positively impact recycling change behaviour;
- Advocate for adequate resourcing to raise awareness and educate the community across the State, which are key factors in achieving the diversion targets set in this strategy; and
- Champion state-wide governance on the issue of single-use plastics, and retain South Australia's nation-leading performance on recycling rates and waste reduction.

The proposed Municipal Solid Waste (MSW) target for 2020-2025 is 70% diversion from household bin systems (and 75% including hard waste, public place bin collections and other waste from council operations). Currently the diversion rate in City of Marion is 58%, well above the state average of 50%. The last 5-year strategy had a target of 60% diversion from household bins, which has not yet been met and indicates a need for further resourcing from the South Australian Government to drive higher diversion of waste from landfill to recycling and composting.

Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste: Consultation Draft also seeks to support actions at a national level under Australia's *National Waste Policy 2018* and National Food Waste Strategy.

South Australia's food waste strategy proposes action across three program areas:

- Household generated food waste;
- Commercial food waste and collection systems; and
- Attracting and supporting investment and markets.

As a key stakeholder in the delivery of a food waste strategy for South Australia, City of Marion has an opportunity to:

- Encourage State Government support for all types of food waste collection systems which demonstrate behaviour change, recognising the provision of compostable bags as the key convenience factor driving household participation;
- Support proposed legislative reform to assist in improving resource recovery from food waste if backed up with adequate State Government resourcing to enforce the legislation;

- Extend research into the use of caddy systems to also encompass council areas where ‘opt-in’ food waste systems have been implemented, to evaluate the drivers of behaviour change and influence the final design of support programs to enhance or maintain systems;
- Support co-ordinated and integrated household education campaigns and use innovative approaches to positively impact recycling behaviour; and
- Advocate for non-compostable produce bags to be included in the list of single-use plastic items to be phased out under the *Single-use and Other Plastic Products [Waste Avoidance] Bill 2019*.

A key target in the Food Waste Strategy is to halve the food waste disposed in household landfill bins, which currently comprises approximately 38% of household food waste to landfill from the City of Marion. This is a welcome measure to drive greater state-based investment in programs and projects to prevent edible food waste and divert more inedible food waste into a circular economy.

Attachment 3 provides the City of Marion's comments in response to the *Draft Waste Strategy 2020-2025.*

Attachment 4 provides the City of Marion's comments in response to *South Australia’s strategy to reduce and divert household and business food waste*.

The responses presented in Attachments 3 and 4 are based on community feedback gathered from waste and recycling education programs, national strategic directions on waste and recycling, and past experiences working with Green Industries SA and waste and recycling industry partners.

Attachment

#	Attachment	Type
1	Waste Strategy 2020-2025_Consultation draft_July	PDF File
2	Draft_Valuing our Food Waste_Consultation	PDF File
3	Submission to SA Waste strategy 2020-25	PDF File
4	Submission to SA food waste strategy	PDF File

Evaluation of *South Australia's Waste Strategy 2015-2020* and draft 'South Australia's Waste Strategy 2020-2025: A vision for a circular economy'

Consultation draft

Government of South Australia

Green Industries SA

June 2020

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Consultation draft

Acknowledgement of country

We acknowledge and respect the Traditional Custodians whose ancestral lands we live and work upon and we pay our respects to their Elders past and present. We acknowledge and respect their deep spiritual connection and the relationship that Aboriginal and Torres Strait Islanders people have to Country.

We also pay our respects to the cultural authority of Aboriginal and Torres Strait Islander people and their nations in South Australia, as well as those across Australia.

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A message from the Minister

South Australia can be proud of its considerable achievements in the recycling and recovery of waste and for building a resilient resource recovery sector.

Our state has rightly earned a reputation as a global leader in innovative waste management and green industry development.

South Australia's Waste Strategy 2020-2025 reflects a firm ambition to create local solutions to our waste and recycling issues and to expand the sector. South Australia has an incredible opportunity to ensure the full value of our resources is unlocked while we build a stronger state economy.

Our objective is to support South Australia's growing transition to a 'circular economy' – an economy that is prosperous and regenerative by design. We are already taking steps to facilitate this shift but it will require continued effort to keep materials and resources in use, or 'circulating', for as long as possible. This is in contrast to the traditional linear economic system of 'take, make, use and dispose' that is wasteful and relies on using finite resources.

We have a vision to make South Australia a national centre-point for reuse, remanufacturing, recycling and composting. The draft Waste Strategy aims to provide the right settings to realise this.

The economic benefits achievable through the better management of resources have been demonstrated. The resource recovery industry is a significant sector of the state's economy, with an annual turnover of about $1 billion, a contribution of more than $500 million to Gross State Product (directly and indirectly), and employing about 4,800 people. The value of the resources recovered is each year is also significant: in 2017-18 this was estimated at $356 million.

We also know that for each 10,000 tonnes of waste recycled, 9.2 direct FTE jobs are created compared with 2.8 direct FTE jobs created for each 10,000 tonnes of material sent to landfill.

While the achievements of the waste and resource recovery sector are well understood, it is important to recognise the challenging times we are facing globally.

Bushfires devastated parts of South Australia including Kangaroo Island, the Adelaide Hills, the Yorke Peninsula and Keilira in the 2019-20 bushfire season. This generated significant waste debris requiring clean-up to help these communities rebuild and to minimise risks to public health and safety. This work was co-funded by the State and Australian governments and I wish to extend my sincere thank you to everyone involved in this considerable effort.

The impacts of COVID-19 are also being felt in varying ways. Some sectors are experiencing operational difficulties with services closed or reduced. For the waste industry, markets for recyclables may no longer be available or limited, and some sectors are experiencing increased demand for waste management, and others are experiencing less. Now more than ever, we need to recognise effective waste management as an essential service to all sectors of the economy and to the community. We must continue working to improve our infrastructure to ensure recovery of our resources locally to ensure continuity of these services, boost our markets for our recyclables, and work to support our community's knowledge in how they can support better recycling from their households.

The draft strategy suggests priority actions that will guide activity over five years and provide a resilient framework for us to manage our waste, even during uncertain and challenging times. We want to see these actions build on the resilience and capabilities of our local industry through strategic infrastructure investment, market development, education, and innovation that will boost resource efficiency and create business opportunities locally, around Australia and overseas.

These efforts must be underpinned by strong, coordinated leadership and action at the national and global levels to support market development, investment and policy directions.

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I am excited by the opportunities that exist to facilitate a circular economy. However, it is a complex task requiring some shifts in the way we make and use goods in our economy. The inspired support and action of business, industry, the community and all levels of government will be needed to achieve long-term change. I thank everyone involved in developing the strategy and look forward to its implementation as the foundation of our 'circular' future.

DAVID SPEIRS MP
Minister for Environment and Water

Consultation draft

A message from the Presiding Member

Within South Australia, we have the ability to seize significant environmental and economic opportunities associated with moving to a circular economy.

We can be proud of the state's achievements in waste management: we are diverting more than 80% of all waste generated from landfill disposal to better purposes through recycling (Rawtec, 2019). This has been underpinned by the delivery of three consecutive waste strategies spanning 2005 to 2020 and the efforts of all South Australians.

However, it is clear that there remains untapped potential in ensuring our resources circulate more within the local economy.

Along with the rest of Australia and many other countries around the world, South Australia's albeit limited reliance on overseas markets to buy our recyclables makes us vulnerable when those markets are no longer accessible through price drops or trade policy changes. This vulnerability has been heightened in response to the COVID-19 pandemic with many production and supply chains impacted and markets disrupted globally. We are however, also observing positive shifts in behaviour with many sectors adopting new business models to adapt and respond.

Our pressing and ongoing challenge is to ensure our resources circulate more within the local economy by encouraging innovation and best practice in resource recovery, and remanufacturing.

The draft 'South Australia's Waste Strategy 2020-2025' suggests a vision for a circular economy. It aims to continue our efforts to achieve environmental gains while creating jobs and boosting the South Australian economy.

It provides a foundation from which to continue work towards a circular economy, realising the economic potential from innovation. It recommends exploring new directions in food waste and single-use plastics, regulatory waste reforms, education and behaviour change, and, importantly, supporting market development in remanufacturing.

Ultimately, our aim is to help South Australian businesses become more resource efficient, resilient and competitive, which will secure economic advantage while protecting the environment.

Central to these opportunities will be continued support of and collaboration between governments, research and education institutions, industry and business within South Australia, nationally and internationally.

I wish to acknowledge everyone who has helped position South Australia as a leader in resource recovery and pursuing opportunities for a circular economy, and look forward to reviewing your comments and submissions on this draft strategy.

I wish to also acknowledge the remarkable effort undertaken to support the clean-up response following the 2019-20 bushfires experienced in parts of South Australia. The response has demonstrated the extraordinary capacity of individuals, organisations and communities to respond together under challenging conditions and I thank everyone who has been involved.

Kevin McGuinness
Presiding Member, Board of Green Industries SA

Consultation Draft

Invitation to comment

What is being decided?

The South Australian Government is seeking feedback on the *Evaluation of South Australia's Waste Strategy 2015-2020 and Draft South Australia's Waste Strategy 2020-2025: A Vision for a Circular Economy* (draft Waste Strategy).

The government has a statutory requirement to develop a waste strategy for South Australia. Section 18 (4) of the *Green Industries SA Act 2004* requires Green Industries SA to gather views and submissions and to take these into consideration before developing and adopting a waste strategy for South Australia.

Comments from state and local government agencies, waste management industry, businesses and the community will help Green Industries SA develop the waste strategy and guide the management of waste in South Australia. Receipt of submissions will be acknowledged by Green Industries SA. Key themes identified from the submissions will be summarised in a publicly available document, along with how input will be considered in finalising the strategy. The final South Australia's Waste Strategy 2020-2025 will be subject to professional design before its release.

Become involved

Comments may be provided in writing to:

Green Industries SA

GPO Box 1047

Adelaide SA 5001

or by email to greenindustries@sa.gov.au

Telephone: (08) 8204 2051

Please include your name, position, organisation and contact details with your submission.

The deadline for comments and submissions is 5pm, Friday, 28 August 2020

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Important information about your submission

Submissions will be treated as public documents unless received in confidence subject to the requirements of the *Freedom of Information Act 1991*. They may be quoted in full or part in subsequent Green Industries SA reports. If you do not want the public to read your answers, please write 'confidential' on your submission.

You can make an important contribution by suggesting an alternative or more appropriate approaches to any of the initiatives discussed.

Tips for written submissions

- You may agree or disagree with, or comment on, the general issues discussed or the specific strategies or steps proposed.
- Provide reasons for your comments, supported by relevant data, and attach factual information and sources.
- List points so that issues raised are clear.
- Include a summary of your submission.
- If possible, refer each point to the appropriate section in the document.
- Keep your discussion of different sections of the document distinct and separate.

Consultation draft

Questions we would like you to consider

General

To guide the direction of the draft Waste Strategy, we invite your feedback in response to the following questions.

Q1. Are our priorities correct? Why or why not?

Q2. What have we overlooked or needs clarifying or expanding upon?

Q3. Are there any unintended consequences of anything proposed? If so, what are they?

Q4. Can you offer alternative suggestions or solutions to those offered?

Q5. How can you support, participate or work with us in implementing the final strategy?

Stakeholder responses

In addition to the general questions, we invite you to provide additional information and ideas about your objectives, vision and expectations for waste and recycling by 2025, and for establishing a circular economy in South Australia, by responding to the following questions.

Questions for all stakeholders regarding COVID-19	**Q6 What actions or priorities should South Australia's waste strategy and future waste strategies include to respond to state and national emergencies, and global disruptions such as we have experienced with the bushfires and global COVID-19 pandemic?**
Community and householders	**Q7. What are the most important issues to you in relation to waste and recycling?** **Q8. Can you offer any ideas for how waste and recycling services could be improved in South Australia?** *You may wish to consider issues such as labelling recyclable products, billing of waste services according to services provided, transparency in councils' waste management costs, accessibility of bins and food caddies to help recycle your household waste, and 'closing the loop' on products entering the recycling stream by generating demand for recycled products.*

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Government, business and industry	*Waste and recycling sector* **Q9. What would you like the waste and recycling industry to have achieved?** **Q10. What would you like your organisation to have achieved in waste management, recycling and the circular economy?** **Q11. What would need to change to achieve your objectives and what support would you need?** *You may wish to consider:* *Q9 and Q10 - Objectives in terms of job creation, investment, innovation and commercialisation, increasing export potential, research and development, regulation and certainty for investment, ensuring the beneficial use of recyclable materials, general barriers to your business.* *Q11 - Support in terms of investment, research and development, data and evidence collection, commercialisation and innovation, regulation, collaboration.* *Businesses, industry groups, not-for-profit groups and State Government* **Q12. As a business, what are the most important issues to you in terms of waste and recycling?** **Q13. What do you need to achieve better recycling outcomes from your business?** **Q14. How could you procure more recycled content materials or manufacture recycled content products?** **Q15. Do you have any ideas or solutions for improving markets for recycled-content materials or the manufacture of these products? For example, in accessing finance, product standards and specifications, or in improving market acceptance?** **Q16. Do you have any ideas or solutions for how your organisation can support South Australia's transition to a circular economy, including in product design?** *You may wish to consider:* *Q12 and Q13. Support for contracting waste and recycling services, accessibility of waste and recycling infrastructure, education materials to support recycling behaviours within businesses, labelling of recyclable products, transparency in waste management costs, general barriers to adopting better practice recycling behaviours.* *Q14 and Q15. Your organisation's views on the procurement of recycled content materials and opportunities or general barriers for business and industry.* *Q16. Innovative ideas to help the state's transition to a circular economy are welcome, including your own examples.*
Local government	**Q17. What would you like local government to have achieved in waste management, resource recovery and the circular economy?** **Q18. What would you like your organisation to have achieved in waste management, recycling and the circular economy?** **Q19. What do you see as essential in the provision of waste and recycling services to households?** **Q20. What do you see as potential barriers for encouraging further diversion of waste away from landfill?**

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	Q21. What do you expect from waste management contracts? What are the key criteria used by council in awarding these contracts? *You may wish to consider issues such as bin infrastructure, including food caddies; frequency of collections; hard waste collections; education to support behaviour change in councils; contracting requirements or specifications for waste management and recycling services; support in data collection and transparency in disclosing information; support for Infrastructure (including soft infrastructure) and for educating households; consistency across local government areas; encouraging local processing; end markets for materials collected; costs and environmental benefits and whether these are taken into account when awarding contracts.*

Consultation draft

Purpose

The success of the next waste strategy relies on an understanding of what has been achieved since 2004. This document:

1. Evaluates progress and achievements in meeting South Australia's Waste Strategy 2015-2020. This is reflected in **Part 1**.
2. Identifies proposed directions for *South Australia's Waste Strategy 2020-2025*. This is reflected in **Part 2**.

Under the custodianship of Green Industries SA, the 'South Australia's Waste Strategy 2020-2025' will form a framework of policies, strategies and plans meeting South Australia's priorities for economic growth and employing more people, investment, reducing the cost of living, and providing better services to the community[1].

About Green Industries SA

Green Industries SA is an enabler and driver of change, supporting the development of the circular economy through diverse collaborations which improve productivity, resilience, resource efficiency and the environment.

It aims to transform how South Australians use and value resources. Its objectives under the *Green Industries SA Act 2004* are to:

- promote waste management practices that, as far as possible, eliminate waste or its consignment to landfill; and
- promote innovation and business activity in the waste management, resource recovery and green industry sectors, recognising these areas present valuable opportunities to contribute to the state's economic growth.

Green Industries SA has overseen implementation of *South Australia's Waste Strategy 2015-2020*, recognising the important economic contribution and role of the waste management and resource recovery sector.

Green Industries SA is funded from the solid waste component of the waste depot levy, collected under the Fees and Levies regulations of the *Environment Protection Act 1993*. Fifty per cent of the levy is transferred to the Green Industry Fund and Green Industries SA uses a proportion of that fund as provided for in the *Green Industries SA Act 2004*. Additional funds are allocated through the State Government's budget process.

"*South Australia's Waste Strategy 2020-2025* will form a framework of policies, strategies and plans meeting **South Australia's priorities** for **economic growth** and **employing more people**, **investment, reducing cost of living,** and **providing better services to the community.**"

[1] Premier of South Australia, Message from the Premier https://premier.sa.gov.au/message-from-the-premier

Consultation draft

PART 1

Evaluation of *South Australia's Waste Strategy 2015-2020*

Consultation draft

South Australia: a waste management journey

Green Industries SA has invested more than $120 million from waste levy funds into the waste management and resource recovery industry over more than a decade. This has contributed to increased capacity and improved markets, and assisted the development of new products and skills. It has leveraged considerable investment by industry and local government.

The industry is a significant part of the South Australian economy. The state diverts more than 80% of the waste it generates (Rawtec, 2019) and its resource recovery industry has an annual turnover of around $1 billion, contributing more than $500 million to Gross State Product (directly and indirectly) and employing about 4,800 people (Resources and Waste Advisory Group, 2014).

The value of the resources recovered each year is also significant: in 2017-18 it was estimated to be $356 million (Rawtec, 2019).

In 2016, Green Industries SA examined the potential benefits of a circular economy for South Australia (Green Industries SA, 2017b). The review confirmed the state's achievements in resource recovery and highlighted the broader opportunities in employment, the economy and environmental benefits associated with moving to a circular economy. The benefits of a circular economy for South Australia by 2030 are discussed in this document, including progress to date that has supported the transition (from page 17).

The state's waste management journey began with legislative and policy actions in the 1970s that paved the way for ongoing action and reform.

A snapshot of South Australia's key waste achievements is shown in **Figure 1** overleaf.

Consultation draft

1977-2004

- *Container deposit scheme introduced 1977* – Australia's first extended producer responsibility legislation
- *Waste Management Commission Act 1979*
- *Waste Management Act 1987*
- *Environment Protection Act 1993*
- *Solid waste levy introduced*
- Interim Office of Zero Waste SA established July 2003
- Data collection: litter surveys and recycling activity surveys commenced
- State-wide resource recovery rate at 61.5% in 2003-04

2004

- *Zero Waste SA Act 2004* enacted
- Waste hierarchy legislated as a guiding principle for waste management in South Australia
- Closure of Adelaide City Council's Wingfield Waste Depot

2005-2010

Waste Strategy 2005-2010

- Increase in recovered materials state-wide from 67.4% in 2005-06 to 72.7% in 2009-10
- Introduced policy position: no new landfills servicing metropolitan Adelaide
- *Environmental management of landfill facilities* guidelines commenced (2007) leading to landfill closure and consolidation to support higher environmental standards
- Local council three-bin systems roll-out, achieving source separation in all 19 metropolitan and some regional councils
- Food waste pilots introduced in councils
- Investment in recycling and reprocessing infrastructure, and regional and remote waste planning
- Economic cost benefit analysis: initiatives during 2005-2010 assessed as delivering a net benefit for SA
- Plastic bag ban took effect 2009 under the *Plastic Shopping Bags (Waste Avoidance) Act 2008*
- *Environment Protection (Waste to Resources) Policy 2010* (Waste to Resources EPP) introduced, prohibiting disposal of certain waste to landfill and enabling the EPA to publish standards to declare certain material not to be waste
- Electronic waste collection and product stewardship advocacy
- Data collection and knowledge management: Zero Waste SA Environmental User System established

2011-2015

Waste Strategy 2011-2015

- Increase in recovered materials state-wide from 72.7% in 2009-10 to 80% in 2014-15
- Resource recovery processing requirements and landfill bans take effect under the Waste to Resources EPP
- Renewed focus on *avoiding and reducing the amount of overall waste* and *maximising the useful life of materials by making them last longer through reuse and recycling*
- Cost benefit analysis undertaken of waste infrastructure investments: funded projects found to improve industry competitiveness achieved ratios of 6.7, and for infrastructure investment, between 1.4 and 11.5.
- Interventions in:
  - community information and awareness through *Recycle Right*
  - business resource efficiency assistance
  - better practice waste management for residential and mixed use developments
  - University of South Australia Zero Waste SA Centre for Sustainable Design established

2015-2020

Waste Strategy 2015-2020

- Increase in recovered materials from 80% in 2014-15 to more than 83% in 2017-18
- *Green Industries SA Act 2004* introduced in 2017 with circular economy as a guiding principle
- Potential benefits of a circular economy report prepared in 2017
- Waste infrastructure planning and investment and focus on materials affected by global policy changes for recyclable materials
- Development of hazardous waste permanent facilities
- *Reforming waste management – creating certainty for industry to grow (2015)* discussion paper released providing guidance for EPA waste reform initiatives
- *Environment Protection (Waste Reform) Amendment Act 2017* commenced
- Draft 'Energy from Waste' position statement published
- Commercialising innovation support
- Seventh Regional UNCRD 3R Forum in Asia and the Pacific held in Adelaide, 2016
- Delivery of Circular Economy Global Leadership programs.
- Direction on single-use plastics management and food waste
- Which Bin household recycling education campaign launch 2019
- Disaster waste-recovery planning and activation of GISA's role as functional lead for Disaster Waste Management under the State Emergency Management Plan in response to South Australia's 2019-20 bushfires.
- COVID-19 outbreak declared a global pandemic impacting on waste management needs and delivery of essential services.

Figure 1 – South Australia's key waste achievements – a snapshot

Policy settings and economic modelling

The circular economy has become a prominent focus for Green Industries SA over the course of *South Australia's Waste Strategy 2015-2020*. Some of the work undertaken during this period is outlined below.

Policy settings

In 2016, the *Green Industries SA Act 2004* took effect. The Act incorporated the concept of circular economy as a guiding principle, stating that:

'circular economy is a reference to an economic model that contemplates the production of goods and services—

(i) by a reduced reliance on virgin materials; and

(ii) on the basis of continuously functioning utility and an extended lifecycle; and

(iii) in a manner that eliminates, as far as is reasonably practicable, waste or pollution, or harm to the environment'.

Economic modelling

In 2017, Green Industries SA – in a joint venture with EconSearch, Colby Industries and the University of Queensland – commissioned Lifecycles to investigate the potential benefits of a circular economy in South Australia. The report, *Creating Value, the Potential Benefits of a Circular Economy in South Australia* (Green Industries SA, 2017b), measured the possible impacts of a circular economy in the state.

The report confirmed South Australia's achievements in recycling and resource recovery. It provided examples of South Australian firms setting the pace, and forecast gains to be achieved in local job creation and reductions in greenhouse gas emissions by 2030.

The report used recognised macro-economic modelling to depict the interdependencies between 78 sectors, showing how input from one sector may become an input to another. Assumptions and modelling techniques were reviewed by an international panel of circular economy experts.

To quantify the greenhouse gas emissions and employment impacts of moving to a more circular economy, assumptions were made relating to 'material efficiency' and 'renewable and energy efficiency' aspects. These assumptions involved how long materials stay in use in South Australia, energy efficiency levels, and the replacement of fossil fuel by renewable energy. For interpretation, results referenced a 'Business as Usual' scenario that assumed current state growth projections to 2030.

The benefits of a circular economy are shown overleaf in **Figure 2**.

Consultation draft

By 2030, a **circular economy** could deliver significant ***job creation*** and ***greenhouse gas reduction*** benefits:

✓ **CREATE AN ADDITIONAL 25,700 FULL-TIME EQUIVALENT JOBS**

- 21,000 jobs by actioning material efficiency gains
- 4,700 jobs by actioning efficient and renewable energy gains

✓ **REDUCE SOUTH AUSTRALIA'S GREENHOUSE GAS (GHG) EMISSIONS BY 27%**

(Or 7.7 million tonnes of carbon dioxide (Co2) equivalent)

- 21% GHG reduction by actioning efficient and renewable energy gains
- 6% GHG reduction by actioning material efficiency gains

Source: Creating Value, the Potential Benefits of a Circular Economy in South Australia

Figure 2 – Identified benefits of a circular economy for South Australia

Consultation

International leadership

Green Industries SA acknowledges recent international moves in the direction of sustainable development and the circular economy, which have been vital to understanding opportunities for South Australia.

International work that has provided the foundation for South Australia's direction in these areas includes:

- the United Nations Sustainable Development Goals (United Nations, 2015)
- the Ellen MacArthur Foundation knowledge and resources, for example:
  - *Towards the Circular Economy. Economic and business rationale for an accelerated transition* (2013).
  - *Circularity Indicators. An Approach to Measuring Circularity* (2015)
  - *The New Plastics Economy: Rethinking the future of plastics* (2016)
  - *A new textiles economy: Redesigning fashion's future* (2017)
- the European Commission's Circular Economy package (2015)
- *Wales and the Circular Economy. Favourable system conditions and economic opportunities* (2013)
- China's progress, including the *China Circular Economy Promotion Law (2009)* and its national strategy for achieving a Circular Economy (2015) (summarised at: Ellen MacArthur Foundation, 2018)
- Scotland's circular economy strategy *Making Things Last* (2016) and *A Manufacturing Future for Scotland - Scotland's Manufacturing Action Plan* (2016)
- *A Circular Economy in the Netherlands by 2050* (2016)
- Japan's *Basic Act on Establishing a Sound Material-Cycle Society* (2000) and its *4th Fundamental Plan for Establishing a Sound Material-Cycle Society* (2018).
- the Flanders' Materials Programme (2011), which supports a holistic approach to sustainable materials management within the economy.

Many of these documents outline similar findings to that estimated in South Australia's 'Creating Value' report. Wales, Scotland and the European Commission, for example, confirm the opportunities the circular economy provides. Major global businesses such as Google, Unilever, Nike, Cisco and Renault are investing heavily in the circular economy, with their actions having the capacity to influence supply chains worldwide[2]. Significantly, the World Resources Forum Asia Pacific held in Sydney in 2016 estimated the value of a circular economy to Australia at A$26 billion a year by 2025 (Florin, et al, 2015).

Consultation draft

[2] Refer: https://www.ellenmacarthurfoundation.org/our-story/partners

Progress in work during 2015-2020 to support a transition to a circular economy

Building a circular economy will require long-term structural adjustments in areas including infrastructure investment, planning, and policy interventions and advocacy. It is recognised that South Australia is already taking steps to lead the nation with initiatives such as container deposit legislation, bans on single-use plastic bags, high-performance kerbside waste collection and recycling systems, wastewater reuse and recycling, industrial resource efficiency, the collection of hazardous waste, wind and solar energy development, and stormwater harvesting. Below are other steps South Australia is taking to lead circular economy initiatives.

Area	Actions
Waste infrastructure planning	Green Industries SA's 2018 *South Australia's Waste and Resource Recovery Infrastructure Plan* provides an understanding of the integrated waste and resource recovery infrastructure system (incorporating infrastructure, skills and capabilities) needed to support a circular economy. The plan models projections for waste generation, recovery and landfilling, potential infrastructure needs and associated investment over the next 30 years, with an immediate focus on the next 10 years. It recognises that waste and resource recovery infrastructure needs will be affected by interrelated factors including waste generation volumes, levels of resource recovery, government policy, technological advances, business expectations and community expectations and lifestyles.
Infrastructure investment	Throughout the term of the 2015-2020 Waste Strategy, continued investment in resource recovery infrastructure is enabling South Australia to deal with its waste locally and, more critically, respond to the impacts of global policy changes affecting commodity prices for recycled materials. Benefits resulting from infrastructure investment include avoided landfill costs; reduced use of virgin materials, energy and water; decreases in greenhouse gas emissions; and economic development. Support has included an infrastructure investment loan scheme, recycling infrastructure grants, transport subsidies to regional South Australian councils, circular economy market development grants, and a new recycling education program.
Shared spaces infrastructure	Green Industries SA has funded the development of shared fabrication spaces, which are open access workshops that address activities in the upper sections of the internationally accepted waste management hierarchy: avoid, reduce, and reuse. Funding has been provided to support the Mount Pleasant Men's Shed project ($29,000) and the SA Makers ($300,000) to establish a shared fabrication space in the Adelaide CBD. The Adelaide Maker Space offers a pre-incubation space where community innovators can bring together ideas, learn, explore, educate, communicate and fabricate, while fostering a culture of social and environmental entrepreneurship. Open access workshops involve 3D printing, laser cutting and digital fabrication equipment.

Area	Actions
	These spaces promote a shift in the materials life-cycle towards a circular economy through innovative approaches that deliver economic, environmental and social benefits.
Commercialising innovation	Investment in the rapid commercialisation of innovative ideas in the waste and resource recovery sector is essential to keep South Australia at the forefront of green innovation. In 2017, following a competitive tender process, Green Industries SA provided a loan of $750,000 over five years to Innovyz Institute Pty Ltd (Innovyz), a South Australian company that commercialises research and related innovations. Together with Green Industries SA, it had identified the waste and recycling sectors and related areas as key areas for new technologies and systems with global relevance that could generate economic growth in South Australia. Through its unique fast-tracked business development program, Innovyz has helped eight technologies reach the start-up phase. The innovations and technologies include wastewater filtration systems, software relating to the recyclability of packaging, wetlands treatment, infrared monitoring technology for irrigation, recycling of solid waste materials that were previously consigned to landfill disposal, PVC and other plastics recycling, improvements to recycled concrete, and agricultural wastes management. Following the success of the first commercialisation of innovation program, Innovyz will complete the delivery of a second program focusing on the recycling, resource recovery and the circular economy during 2019-20. More information is available on Innovyz's website: www.innovyz.com/waste-recycling-companies.
Global Leadership Program on the Circular Economy	South Australia has the potential to be the pre-eminent training destination for overseas governments looking to manage their waste. Business opportunities are presenting as communities seek solutions to problems relating to traditional activities such as construction and demolition, as well as growth in new waste streams such as electronic waste, plastics, packaging and tyres. Many businesses in areas such as landfill and landfill gas extraction, and energy production to composting and consulting services, are yet to realise their export potential. Many are small family businesses. Green Industries SA's pilot Global Leadership Program was launched at the Eighth Regional 3R Forum in Asia and Pacific, Indore, India in April 2018. It targets and facilitates business-to-business introductions with representatives and experts from leading companies and organisations from the Asia Pacific region. Participants hear presentations from experts and visited South Australian businesses and enable connections between participants and South Australian businesses and organisations that host site visits.

Area	Actions
Circular economy case studies	Green Industries SA has developed sector-specific case studies to demonstrate the value of the circular economy. One showcases the work of Holla-Fresh, a herb producer based in Tantanoola, through a two-part video series[3]. Holla-Fresh worked with Green Industries SA to source a replacement of an ageing boiler used to heat its glasshouses. A renewable energy pyrolysis unit was installed, resulting in benefits including the use of low-carbon/carbon sink technology, low cost and 'clean' onsite renewable energy, developing the regional bioeconomy through secondary output of biochar (which is used by local composting business Bio Gro), and the potential for increased herb growth through carbon dioxide enrichment from the pyrolysis unit. The videos showcase a practical example of the circular economy and educate businesses and industry on the economic benefits of a circular economy.
Market development	The Green Industries SA Market Development Grants Program is supporting local businesses and stimulating an increase in the quality and market demand for recyclable materials and recycled content products. The South Australian Sustainable Procurement Working Group is maximising collaboration between all levels of government, the business community and the waste sector to develop a framework to drive end-market development for post-consumer recyclables.
Disaster waste-recovery planning	Green Industries SA has received Natural Disaster Resilience Program funding for its Australian-first disaster waste management planning. Through a public tender process, a consortium of local and international experts led by a South Australian company, Rawtec, was commissioned in 2017 to develop a Disaster Waste Management Capability Plan and Guidelines. The plan clarifies roles and responsibilities for disaster waste management in the state and provides a framework for the State Government to provide advisory and operational support to affected communities. In July 2018, the State Emergency Management Committee endorsed the plan and guideline, which now form part of the State's Emergency Management Plan. Green Industries SA is the Functional Lead for Disaster Waste Management for the state. In January 2020, the government activated Green Industries SA's role as functional lead and GISA commenced implementing the plan in the response to the 2019-20 bushfires experienced on Kangaroo Island, and in the Adelaide Hills, the Yorke Peninsula and Keilira. The learnings and experience gained through implementing the plan will inform further updates required for the Disaster Waste Management Capability Plan and Guidelines.

[3] Refer: https://www.youtube.com/user/ZeroWasteSA

Area	Actions
Circular Economy Business Support Program	The Circular Economy Business Support Program helps businesses understand how they might support South Australia's transition towards a circular economy, building capacity, boosting productivity, and developing business cases for sustainable change. Target organisations include South Australian businesses, industry associations, business networks and regional business groups. In-house support is provided for commercially-focused projects that will to lead to environmental improvements. Financial assistance is available to individual businesses and industry groups requiring specialist expertise in resource efficiency (materials, energy and water), waste management and lean production. The services and grants offered through the program have been developed following consultation with other government agencies, key industry sector groups and previous clients. Key elements include: • support to understand the potential for cost savings, productivity improvements and improved environmental performance through resource efficiency (materials, energy, water), waste management, and lean production • grants for individual businesses to engage third-party technical advisers for resource efficiency and productivity assessments to identify and prioritise opportunities for improvements • additional financial support for selected implementation activities. Projects during 2015-2020 include: • partnering with Aged and Community Services Australia (ACSA) to develop the Better Practice Guide for Waste and Recycling in Aged Care Facilities, and supporting its implementation through workshops and on-site support to a range of aged care providers • partnering with Caravan Parks Association of SA to deliver a sustainability program that will provide waste, energy and water assessments for up to 16 caravan parks across South Australia • partnering with the South Australian Wine Industry Association (SAWIA) to deliver the SA Wine Industry Lean Production Program that identified more than $11 million in potential savings across 18 wineries, and delivered workshops and tools to support the uptake of lean production practices in the wineries • supporting research on energy tariff structures and energy demand management strategies for the South Australian wine industry, combined with extension seminars and site investigations to actively investigate energy demand management strategies at four wineries

Area	Actions
	• partnering with Business SA to run an Untapped Power Masterclass Program that attracted four large business participants, with attendees developing a greater understanding of their opportunities to improve energy management • supporting Adelaide Airport to compare costs and savings for food service tenants to convert to compostable food service ware, and to develop waste management plans for tenants • support to identify, prioritise and fast track improvements in waste management and resource efficiency for businesses in the manufacturing, food and beverage production, retail, and education sectors • developing a case study for Premier Insulation, showcasing an innovative approach to diverting construction waste away from landfill • developing and publishing case studies that showcase leaders in lean production, waste management and resource efficiency.
Single-use plastics management	In June 2019, the South Australian Government announced its approach to addressing the impacts of single-use plastic products. This followed feedback on the 'Turning the tide on single-use plastic products' discussion paper released in early 2019. The paper received an overwhelming response from the South Australian community, with 3,564 public responses and 68 written submissions in the six-week consultation period. Respondents were strongly supportive of increased measures to address single-use plastic products and indicated widespread support for government intervention. A report summarising feedback is available on the YourSay and Green Industries SA websites. The Single-use and Other Plastic Products (Waste Avoidance) Bill 2020 was introduced to Parliament on 30 April 2020 to implement the government's commitment to address the impacts of single-use plastic products. It prohibits the sale, supply and distribution of certain single-use plastic products and establishes a framework for adding other products in the future. In addition to the advice and opinions of a key stakeholder taskforce established to guide development of the legislation it was also released for public consultation in late 2019 to early 2020. The views of the taskforce and issues raised in public submission assisted in finalising its introduction to Parliament.
***Which Bin?* community campaign**	The *Which Bin* campaign was launched in May 2019 to provide cohesive, best-practice advice to South Australian households, including recycling tips and behaviours. It formed part of the government's China National Sword support package, with the aims of reducing contamination in kerbside recycling bins and improving the quality of recyclable materials. The campaign features a 'modern family' that deals with everyday recycling dilemmas. Green Industries SA established a working group of State Government, industry, local government and other stakeholders to inform the campaign's messages. The campaign uses television, print, outdoor and digital advertising to increase awareness of 'which bin' materials should be placed in. A

Area	Actions
	Which Bin website (whichbin.sa.gov.au) and a telephone hotline provide more information. To complement the campaign, Green Industries SA is developing a suite of resources for local government to adopt the *Which Bin* brand, including branded 'waste collection' calendars, bin stickers, signage, posters and customisable social media assets.
Hazardous waste permanent facilities	In 2018-19, Green Industries SA designed, planned and commenced construction of four facilities across metropolitan Adelaide for the disposal of household chemicals and paint. Hosted by local government organisations, the facilities are expanding the availability of free, responsible and safe collection and disposal service for unwanted chemicals. Four sites permanent sites have been established at Edinburgh North, Campbelltown, North Plympton and the Heathfield resource recovery facility hosted by the Adelaide Hills Council.
EPA waste reforms	Through its compliance efforts and reform processes, the EPA is working to establish a robust regulatory environment to support the sustainable operation of the waste and resource recovery industry by: • minimising the risk of environmental harm occurring • supporting the safe available use of secondary materials in accordance with the waste management hierarchy and circular economy principles • providing certainty and fairness for lawful operators, and promoting investment, innovation and sector growth • halting illegal operators • ensuring accurate payment of the waste levy. The EPA is pursuing an extensive waste reform program to achieve sound regulation that supports fair and equitable competition, stability, growth and innovation in the sector. It has undertaken extensive consultation with key stakeholders, in particular through: • a Waste Summit in 2015 convened to provide an update on the state of the waste and resource recovery industry and allow discussion on key issues • the release of a *Reforming waste management – creating certainty for an industry to grow* discussion paper in 2015, seeking views on a broad mix of potential reform mechanisms • stakeholder workshops conducted on a range of reforms at the 2016 Waste SA Conference

Area	Actions
	• ongoing engagement with industry stakeholders through regular meetings of the EPA Chief Executive's Waste Reform High-Level Advisory Group and the complementary Waste Industry Reference Group. **Environment Protection (Waste Reform) Amendment Act 2017** The *Environment Protection (Waste Reform) Amendment Act 2017* (Waste Reform Act) commenced in November 2017, amending the *Environment Protection Act 1993* to better support a strong resource recovery sector. The changes modernised the Act to incorporate into the Act's Objects the waste management hierarchy, circulation of materials, and a strong market for recovered resources. Amendments also strengthened the EPA's ability to prosecute illegal dumping cases, regulate excessive stockpiling of materials, and require financial assurances where there is potential for abandonment of materials. The EPA is continuing to develop detailed policies to support these powers. **Development of policy guidance for Energy from Waste facilities** The *South Australia's Waste Strategy 2015-2020* identified that the EPA should enhance the clarity of the regulatory framework relating to energy from waste and develop relevant assessment criteria to better support industry investment decisions. Following stakeholder consultation, the EPA developed a draft position statement for thermal energy from waste activities, setting out the policy framework and environmental assessment criteria and describing how these activities are to be sited, designed, and operated to ensure that they meet all requirements. The position statement also seeks to ensure that waste reduction and recycling are prioritised above energy from waste, consistent with the waste hierarchy and recommendations of the Commonwealth Senate inquiry into waste and recycling. Submissions received on the draft position statement will inform a final position for release in 2019-20. **Mass balance reporting** Mass balance reporting will require certain licensed waste facilities – including transfer stations, resource recovery facilities and waste disposal depots – to report on the monthly tonnages of materials that a site receives, stockpiles, uses onsite or transfers from the site for sale or disposal.

Area	Actions
	Feedback from stakeholder consultation of a proposed system, and information from a voluntary pilot program, are being used to finalise system design and necessary legislative amendments. Mass balance reporting will provide vital information about material movements in South Australia to aid in regulation and strategic decision making under 'South Australia's Waste Strategy 2020-2025'. **Introduction of an amended manner of collection of levy at landfills** Existing waste levy regulations do not explicitly explain resource recovery processing and the onsite use of such materials at landfill sites, or how waste levy should be collected in such circumstances. The lack of clarity provides opportunities for operators to avoid payment of the levy and possibly achieve an unfair competitive advantage. The EPA is seeking to make legislative amendments to ensure the levy continues to drive positive resource recovery outcomes and support a level playing field for industry. The EPA will consult in relation to this matter during 2019-20.

Consultation

Progress in meeting 2015-2020 goals and targets

The goals and targets of *South Australia's Waste Strategy 2015-2020* were set at realistic but challenging levels. South Australia's progress in meeting them is set out in Table 1 below (overall landfill diversion target and per capita waste generation). The source sector diversion targets (Table 2) are comparable to those in other Australian jurisdictions, but are not state-wide. Overall volumes collected through kerbside diversion are provided in Table 3 and long term trends in this recovery rate in Table 4**.**

Table 1 – South Australia's Waste Strategy 2015-2020 landfill diversion targets

TARGETS	STATUS
35% reduction in landfill disposal from 2002-03 level by 2020; milestone of 30% by 2017-18	The state has achieved 29% reduction in landfill from 2002-03 levels (Rawtec, 2019).
Per capita waste generation target: 5% reduction in waste generation per capita by 2020 (from 2015 baseline)	Per capita total waste generated from all three waste sectors (Municipal Solid Waste (MSW), Commercial and Industrial (C&I) and Construction and Demolition (C&D)) in South Australia rose by 8.7% from 2014-15 from 2015 to 2017-18. It has risen by 62% since 2003-04.

Table 2 – South Australia's Waste Strategy 2015–2020 landfill diversion targets by source sector

TARGETS			STATUS
Municipal solid waste (MSW) landfill diversion			
Year	**Metropolitan (% diversion)**	**Non-metropolitan**	
2009 (baseline)	55	Not applicable	The MSW metropolitan diversion rate of 58.5% falls short of the 2020 target of 70% by more than 10%. **Kerbside bin recovery**
2012	60	Maximise diversion to the extent practically and economically	

2015	70	achievable.	Local government recovery data relating to the diversion from bins collected at the kerbside shows an overall average kerbside recovery rate in South Australia in 2016-17 of approximately 49.9% (Green Industries SA, 2019a). However, some higher-performing councils are achieving up to 58% (Green Industries SA, 2019) This recovery excludes MSW non-kerbside collected material, for example, container deposit legislation returns, material taken from householders to transfer stations, hard waste collections, electronic waste, street sweepings and textiles. Food waste is estimated at more than 150,000 tonnes a year.
2020	70*		
Commercial and industrial (C&I) landfill diversion			
Year	**Metropolitan (% diversion)**	**Non-metropolitan**	
2009	60	Not applicable	The C&I sector achieved an 82.6% diversion in 2017-18, above the 2015 and 2020 targets. This sector experienced a decrease from a diversion rate of 85.2% cent in 2016-17.
2012	65	Maximise diversion to the extent practically and economically achievable.	
2015	75		
2020	80		
Construction and demolition (C&D) landfill diversion targets			
Year	**Metropolitan (% diversion)**	**Non-metropolitan**	
2009	80	Not applicable	The diversion rate in this sector in recent years fluctuated around the Waste Strategy 2015-2020 target of 90% by 2020. In 2017-18 the target was exceeded at 91.9% overall. This is an increase from the C&D 2016-17 diversion of 90%. The 2020 target of 90% for this sector has been achieved.
2012	85	Maximise diversion to the extent practically and economically achievable.	
2015	90		
2020	90		

*MSW target comprises 60% diversion from household bin systems contributing to an overall MSW target of 70%.

Resource recovery

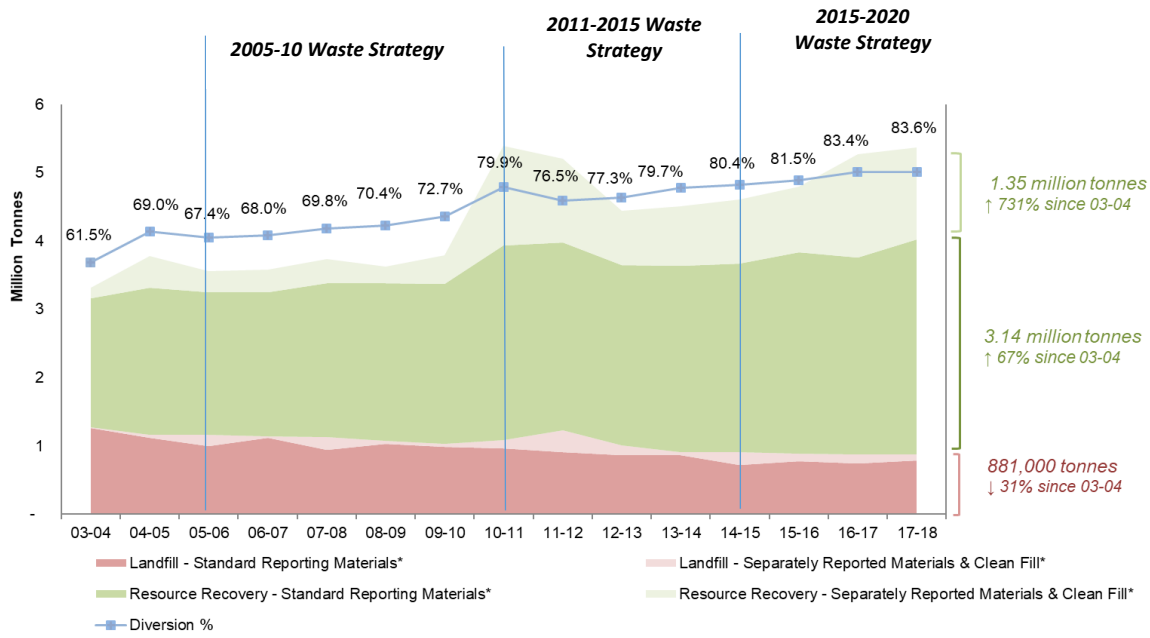


Figure 3 – Trend in resource recovery and landfill disposal in South Australia since 2003-04[4]

Estimated environmental benefits from recycling

Greenhouse gas (GHG) savings of 1.37 million tonnes of carbon dioxide emissions (CO2) considered approximately equivalent to:

- about 2 million trees absorbing the same amount of CO2
- the GHG emissions from 316,000 cars in a year
- 20% of South Australia's total community sector GHG emissions in 2011.

Cumulative energy demand saved, estimated at 15,800 teraJoules, is considered approximately equivalent to:

- energy use by 291,500 average households in one year
- the energy supplied by 2.6 million barrels of oil
- 5% of South Australia's total energy consumption reported for 2017-18.

Water savings, estimated at 8,300 megalitres, is considered to be approximately equivalent to:

- the water use of about 44,000 average Adelaide households in one year
- the water contained in about 3,300 Olympic-sized swimming pools
- 4% of metropolitan Adelaide's total water consumption in 2017-18.

(Rawtec, 2019)

Figure 4 – Environmental benefits from recycling

[4] *Reporting of both resource recovery and landfill disposal is divided into Standard Reporting Materials and Separately Reported Materials & Clean Fill categories. Source: Rawtec, 2018, South Australia's Recycling Activity Survey 2016-17 Financial Year Report, p. 12*

What did each waste sector contribute to resource recovery in South Australia?

Figure 5 below highlights that for each sector, from 2007-08 to 2016-17, the resource recovery rate has comprised construction and demolition (C&D) 62.3%, commercial and industrial (C&I) 28.5%, and municipal solid waste (MSW) 9.2%.

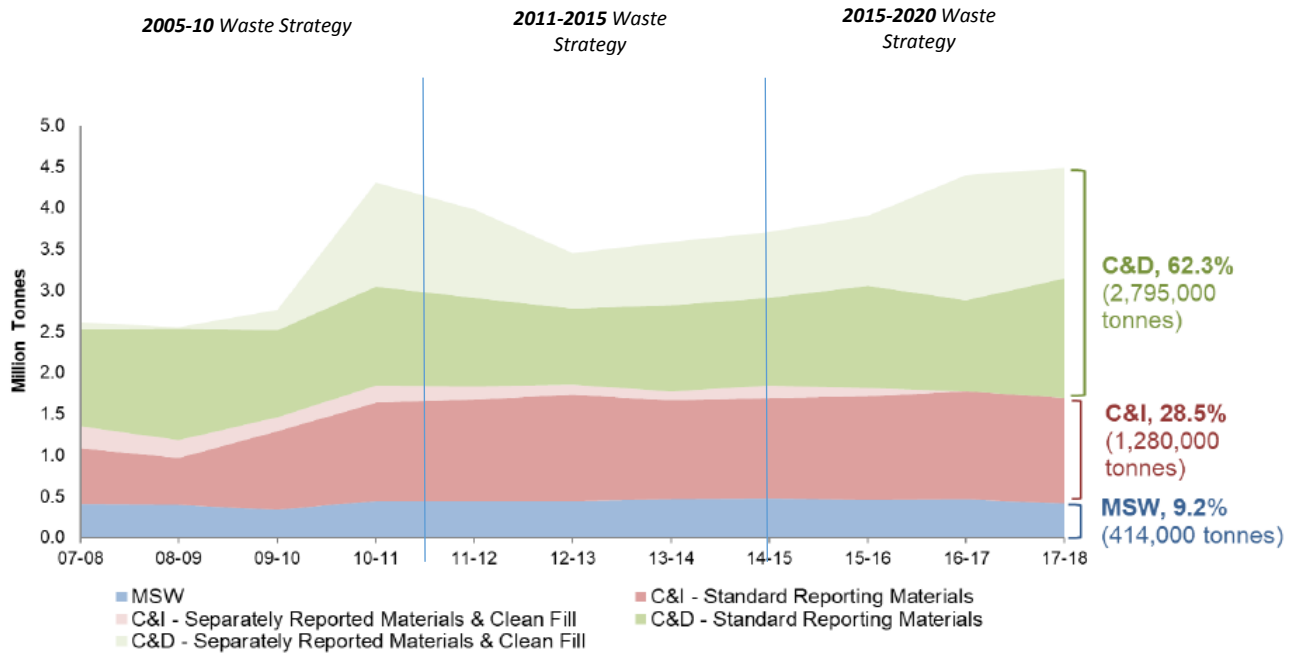


Figure 5 – Contribution to resource recovery in SA by source sector for 2017-18 and trend since 2007-08

How does South Australia compare to other Australian jurisdictions?

Compared to other Australian states and territories[5], in 2017-18 (Rawtec, 2019), South Australia had the highest:

- reported diversion at 83.6%
- per capita resource recovery at 2,585 kilograms a year[6]
- per capita resource recovery for standard reporting material only, at 1,810 kilograms a year.

South Australia reported the lowest per capita landfill disposal rate at 507 kg a year but also the highest waste generation[7] in Australia at 3,092 kg a year.

Consultation

[5] Comparisons with other states should be interpreted with caution: the data is from different years and there are different methods for reporting the results in different states.

[6] Not all recycling data could be obtained for 2017-18. Furthermore, not all Australian states and territories collect and report this data in conformance with the reporting guidelines provided by Department of Environment and Energy, 2015. Estimated waste generation, recycling and landfill disposal were based on most current and best available data for each state/territory.

[7] Waste generation is the total volume of all waste recovered through resource recovery and also disposed to landfill in the state.

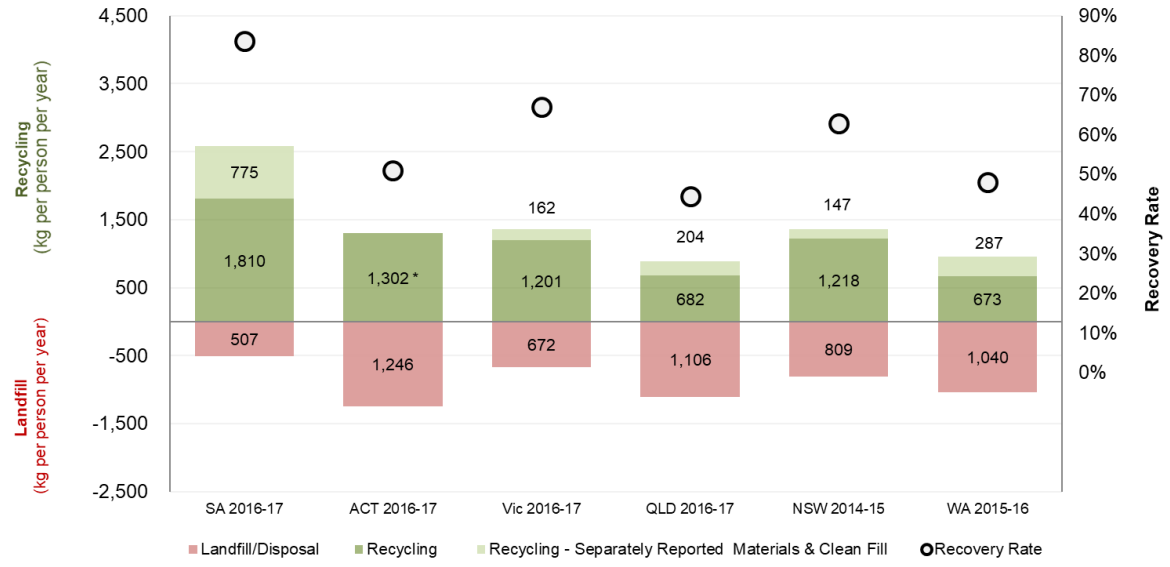


Figure 5 – Comparison of reported per capita (kg/person/year) resource recovery and landfill disposal and recovery (%) by state or territory.[8]

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[8] These figures are based on the latest currently available data. The per capita data for resource recovery is differentiated according to Standard Reporting Materials and Separately Reported Materials and Clean Fill scopes in line with the national reporting guidelines provided by the Department Environment and Energy (2015). Note: Reported recovery for ACT does not show a breakdown between Standard Reporting Materials and Separately Reported Materials & Clean Fill, and thus, these quantities are aggregated in the recycling category of reported per capita data.

Municipal solid waste and kerbside performance

South Australian councils provide kerbside waste and recycling services to residential households and some small businesses and organisations. Green Industries SA understands that councils providing fortnightly collection of green organics and food organics to all residents (as well as fortnightly recycling and weekly residual waste collection) can achieve a 60% diversion rate. However, this does not include MSW quantities arising from hard waste services, street sweepings, waste collected at drop-off facilities, and council-operated commercial services where opportunities for diversion of materials also arise. Further increases in the recovery of glass, paper and plastics are possible.

This section provides a snapshot on the performance of household kerbside bin systems, including:

- overall kerbside recovery performance
- analysis of recovery rates for three-bin vs two-bin systems
- metropolitan Adelaide kerbside recovery long-term trends
- food waste diversion.

Overall kerbside recovery

In 2016-17, residents in the metropolitan area generated 530,300 tonnes of kerbside materials. Overall, metropolitan Adelaide achieved a three-bin recovery rate of 49.9%.

Table 3 – Overall volumes collected at kerbside in South Australia, 2016-17

Collection	2015-16	2016-17	% change
Residual waste	263,700	265,500	1
Organic	134,900	155,700	13%
Recyclables	110,500	109,100	-1
Total metropolitan materials	**509,000**	**530,300**	**4**
Recovery rate	**48.2%**	**49.9%**	**1.7**

Three-bin and two-bin systems

Since 2005, successive South Australian waste strategies have stated that a three-bin system (comprising recycling, organics and landfill bins) is a higher-performing system for diverting material than a two-bin system (typically comprising a recycling bin and a landfill bin). The three-bin system has recently been enhanced with food-waste diversion. Green Industries SA has assessed the assumption that the three-bin system provides further opportunities to recover material by examining the recovery rate as a performance indicator for the various existing bin systems in place in metropolitan Adelaide.

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Table 4 – Monthly kerbside-bin recovery rates by metropolitan Adelaide sub-regions, 2017-18

Metropolitan Adelaide sub-region	Population	Households	Total materials (tonnes)	Recovery rate %*	
				Three-bins	Two-bins
Central eastern	265,085	114,925	106,996	54	32
Northern	358,835	141,861	141,603	46	27
Southern	328,783	138,114	136,876	49	28
Western	337,347	149,596	144,859	53	30
	1,290,050	**544,496**	**530,300**	**50**	**29**

** Figures have been rounded.*

Metropolitan Adelaide kerbside recovery long-term trends

The metropolitan Adelaide long term trends in kerbside recovery are presented in Table 5 below.

Over the 14 years to 2016-17, major changes include:

- a 17% (92,600 tonne) increase in total metropolitan kerbside waste
- a 13% (33,800 tonne) fall in the quantity of landfill
- a 57% (89,500 tonne) increase in organics diversion
- a 34% (36,900 tonne) increase in recyclables recovered.

The metropolitan recovery rate increased from 32% in 2003-04 to 50% in 2016-17, likely attributable to the roll-out of three bin systems in councils from 2004. The kerbside recycling rate has stabilised in the last three years.

Table 5 – Metropolitan Adelaide's kerbside recovery rates

Financial Year	Metropolitan %*	Waste Strategy period	Key activities contributing to kerbside recovery
2003-04	32		Varied bin systems in place across councils state-wide.
2004-05	36	2005-2010 Waste Strategy	Kerbside bin three-bin systems roll-out in councils from 2004. Food waste pilots introduced in councils from 2009
2005-06	45		
2006-07	45		
2007-08	47		
2008-09	48		
2009-10	48		
2010-11	49	2011-2015 Waste Strategy	Continued roll-out of food waste: council uptake of Green Industries SA funding covering approximately 140,000 households in metropolitan council areas.
2011-12	48		
2012-13	49		
2013-14	49		
2014-15	48	2015-2020 Waste Strategy	Minimal uptake of incentives for food-waste roll-out by councils: approximately 24,000 additional households in metropolitan council areas.
2015-16	48		
2016-17	50		

** Figures have been rounded*

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Food waste diversion from households

Metropolitan Adelaide

Food waste is estimated at 3.3 kilograms per household, and comprises 19% of total household waste and 40% of residual waste after recyclables are removed, across metropolitan Adelaide (Rawtec, 2019). It is one of the largest components of collected household waste, impacting on associated landfill costs to councils.

Rollout of kerbside organics bins to all households in metropolitan Adelaide council areas is expected to be realised by 2020. Implementation in regional areas of food waste diversion systems is largely dependent on the processing infrastructure available in the region.

Support for councils to fund the roll-out of food caddies within council areas continues to be provided through Green Industries SA. This increases regional processing capacity and the acceptance of food waste streams from regional kerbside organics bins. In addition to diverting food waste, a kerbside green organics bin, combined with an internal collection point for organic material in the form of a kitchen caddy, diverts other non-food organic materials such as paper towel, tissues, serviettes and cut flowers from landfill.

Green Industries SA has explored the key factors contributing to the diversion of household food waste from landfill, including through a pilot program in 2009-10. The pilot program – the largest of its type in Australia at the time – involved more than 17,000 households in 10 South Australian councils (metropolitan and regional) and the diversion of food organics from the kerbside residual waste bin to the green organics bin, which was then collected for commercial composting. The pilot was evaluated through market research, quantitative kerbside audits and odour monitoring. It identified the most important factors contributing to the diversion of household food waste from landfill. The results demonstrated that the program increased diversion rates and had a high level of community acceptance.

The pilot informed the development of a State Government incentive scheme, which in 2019-20 operates as the Kerbside Performance Plus Food Waste Incentives program, to encourage local government's adoption of food waste systems.

Green Industries SA is aware that 19 metropolitan councils offer food waste systems in the form of organics bins combined with food waste caddies.

- In five councils they are area wide.
- Nine councils offer 'opt-in' food waste systems to interested households only, with some systems offered at cost to households.
- Four councils will offer 'opt-in' food waste systems from 2020 to interested households only, with some systems offered at cost to households.
- The Adelaide Hills Council offers food waste systems in parts of the council area where logistically practicable.

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Figure 6 demonstrates that nearly all metropolitan Adelaide councils allow food waste to be placed in residents' kerbside organics bins. However, in spite of all metropolitan councils making progress in food waste diversion, data provided to Green Industries SA from the five councils that have implemented area-wide roll out of kitchen caddies indicates that only one in five households in metropolitan Adelaide has a kitchen caddy, for an estimated total of 101,000 households. (This estimate includes only those waste collection systems requested through councils).

Green Industries SA understands that councils with opt-in organics collections have recovery rates of up to 10 percentage points lower than those areas where area-wide roll out of kitchen caddies have been implemented.

A full rollout of food waste diversion systems across metropolitan Adelaide is expected to lift the recovery rate significantly and reduce the amount of materials presented in the kerbside general waste bin.

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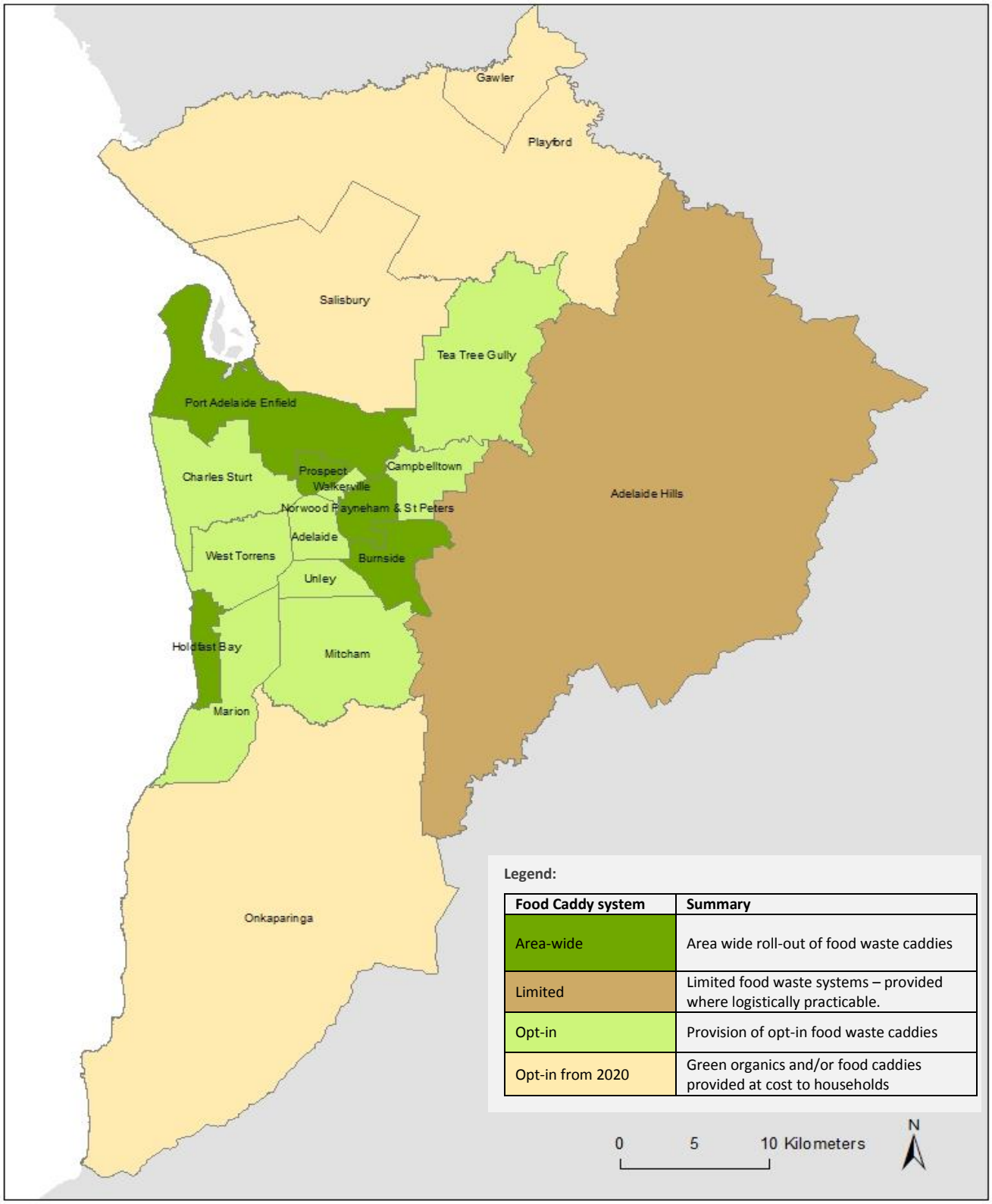


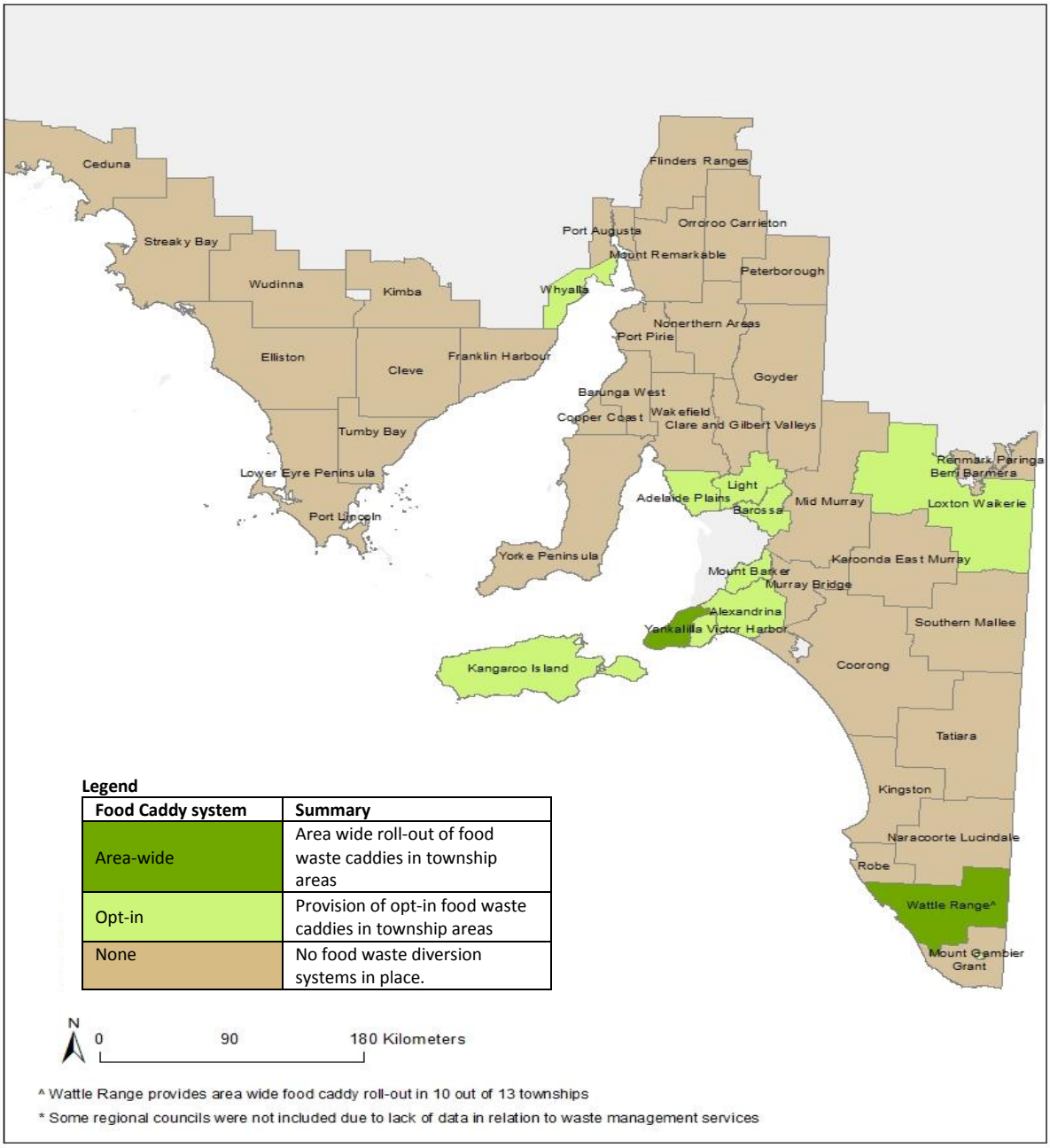
Figure 6. Metropolitan Adelaide Council food collection systems, 2018-19

Regional South Australia

While regional areas continue to face challenges in terms of location, distance and related transport costs, population base, community expectations, and the quantities that can be collected for recycling, it is understood that many regional councils have rolled-out three-bin household systems and some have adopted food waste collection systems.

Among the 49 regional councils:

- two offer area-wide food waste systems within townships
- 10 offer opt-in food waste systems within townships
- 37 do not offer any form of food waste collection.



*Not all regional councils are displayed due to lack of available data in relation to waste management services in those areas.

Figure 7 – Regional South Australia Council Food Waste Collection Systems, 2018-19

PART 2

Draft 'South Australia's Waste Strategy 2020-2025: *A vision for a circular economy'*

Consultation draft

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What will guide the 2020-2025 Waste Strategy?

Framework and principles

International framework

United Nations Sustainable Development Goals



Montreal Protocol

30 MONTREAL PROTOCOL
caring for all life under the sun

European Commission Circular Economy Framework



United Nations Framework Convention on Climate Change

United Nations Framework Convention on Climate Change

Basel Convention

BASEL CONVENTION

National framework

Australian Government

- National Waste Policy and Action Plan
- Extended producer responsibility schemes
- *Product Stewardship Act 2011*
- *National Food Waste Strategy*

State framework

Green Industries SA Act 2004

Objects of the Act:

- Ecologically sustainable development
- The management of waste
- Promoting resource recovery

Guiding principles:

- Waste management hierarchy (refer figure 1)
- The circular economy (refer figure 2)
- Ecologically sustainable development (refer figure 3)
- Best practice methods and standards
- Policy development through open dialogue and consultation
- No new landfills servicing metropolitan Adelaide
- Source separation of waste

Environment Protection Act 1993

Key features:

- Sustainable waste management objective
- Resource recovery processing requirements for most metropolitan Adelaide waste
- Landfill bans
- Illegal dumping offence

- *Environment Protection (Waste to Resources) Policy 2010*

- *Beverage Container Act 1975*
- *Plastic Shopping Bags (Waste Avoidance) Act 2008*

A framework for waste management

Key guiding principles for waste management in South Australia

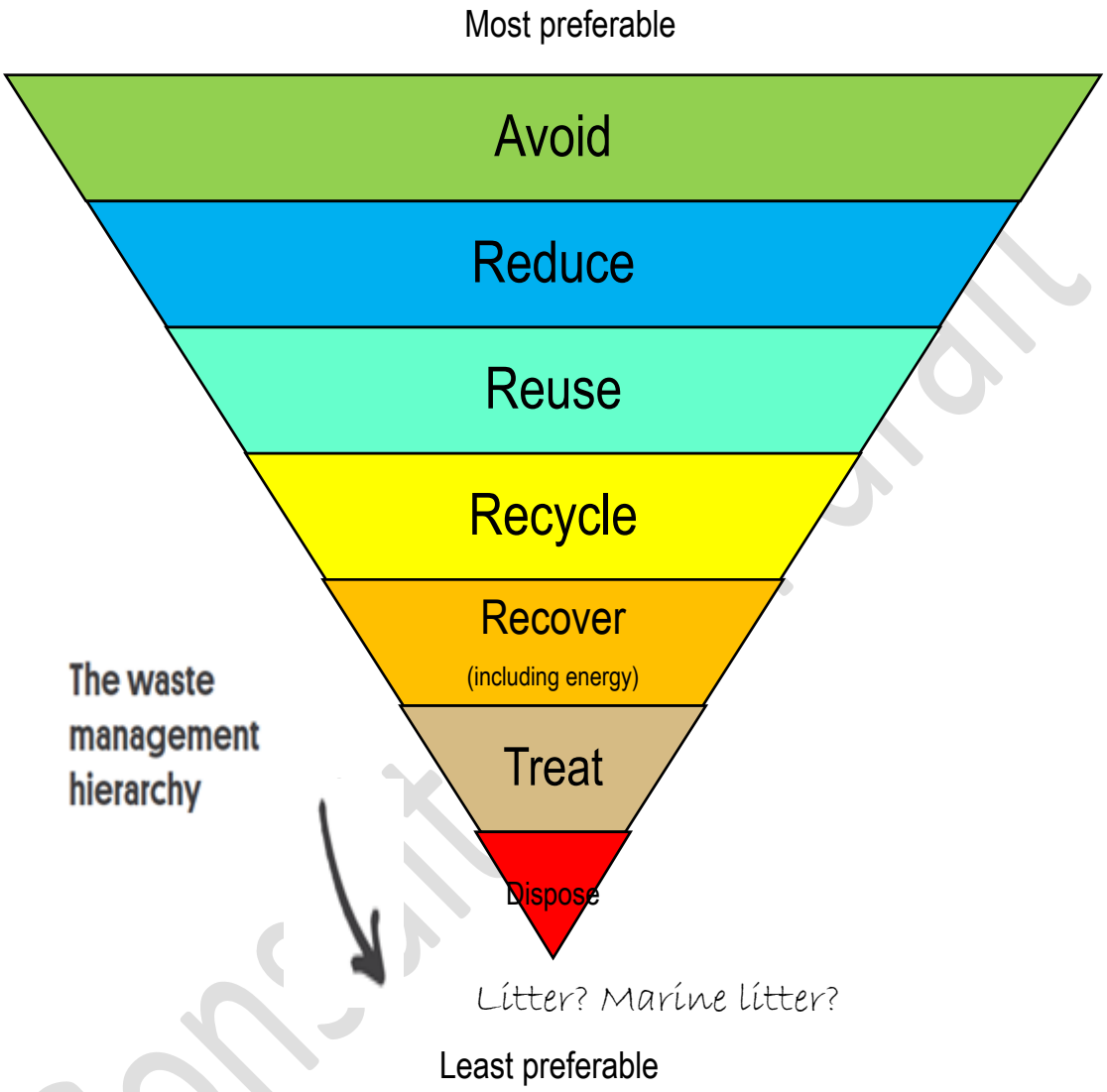


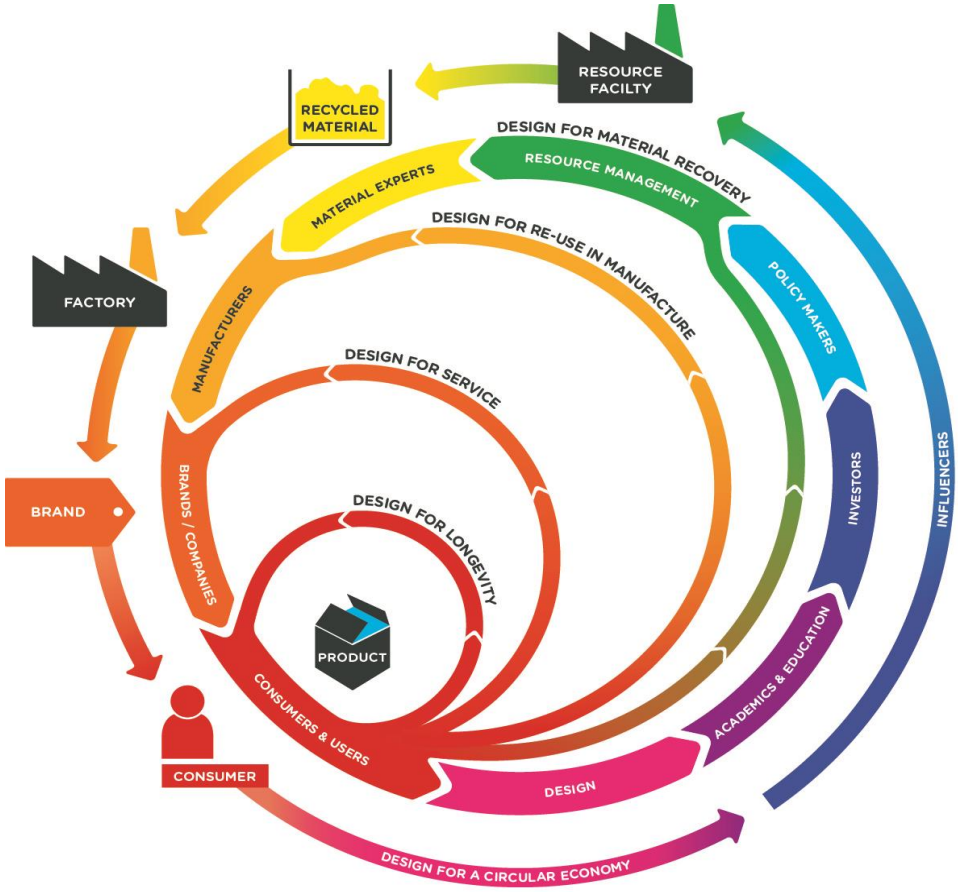
Figure 1. The waste management hierarchy

The waste management hierarchy is recognised internationally as an aspirational framework for sustainability. It implies a closed system where waste is ultimately dealt with, but it does not indicate how to manage 'leakage' from the system or the fugitive waste that may escape as litter or marine debris.

The possibility of leakage is recognised by policies and actions such as South Australia's direction on single-use plastics. The policy highlights that the hierarchy recognises litter and marine debris as being the least preferable options in waste management – that is, waste disposed of on land or into aquatic environments, whether deliberately or otherwise.

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The circular economy



RSA Great Recovery: www.greatrecovery.org.uk/resources/four-design-models-for-circular-economy

Figure 2 – Circular economy systems

Ecologically sustainable development

Ecologically sustainable development means to:

- use, develop and protect the environment in ways that allow people and communities to provide for their health, safety, and economic, social and physical wellbeing
- sustain the potential of natural and physical resources to meet the needs of future generations
- safeguard the life-supporting capacity of air, water, land and ecosystem
- avoid, remedy or mitigate adverse effects of activities on the environment
- give proper weight to long-term and short-term economic, environmental, social and equity considerations in deciding matters that relate to environmental protection, restoration and enhancement.

Figure 3 – Definition of ecologically sustainable development, adapted from South Australia's *Environment Protection Act 1993*

The global landscape

Exploring opportunities and addressing the challenges in managing resources and waste more sustainably require a holistic understanding of relevant issues of global concern. The draft Waste Strategy reflects the need to conserve resources and reduce pollution and carbon emissions while reducing poverty and maintaining human wellbeing within a supportive economy. Many nations are united in their efforts. Key opportunities and challenges facing waste management and the circular economy are summarised here.

Population growth

By 2050, world population will have reached 9.8 billion people.

United Nations, Department of Economic and Social Affairs, Population Division, 2017

Raw material demand

The demand for global material resources is estimated at 90 billion tonnes in 2017 and expected to more than double from 2015 to 2050.

IRP, 2017

Growing waste

Global waste is expected to grow by 70% on current levels by 2050: from 2.01 billion tonnes in 2016 to 3.4 billion tonnes by 2050.

Kaza, S. et al. 2018

Climate change

Greenhouse gases are at their highest point in 800,000 years, with levels increasing by nearly 80% since 1970.

Meinshausen, M. et al., 2017

Ageing population

The global population aged 60 or over is growing faster than all younger age groups.

United Nations, 2017

Significant disruptive events

International market pressures, natural disasters and global disruptions such as COVID-19 can cause significant environmental, social and economic impacts.

Growing unemployment and under-employment

The number of unemployed persons globally in 2017 is estimated to be just over 201 million – with an additional increase of 2.7 million expected in 2018.

International Labour Office, 2017

Food security

With world population rising, the world is facing about a 70% increase in food demands by 2050.

Food and Agriculture Organisation of the United Nations, 2017

Global infrastructure

Total global investment in required infrastructure is forecast to be $94 trillion by 2040. A $15 trillion gap has also been forecast in the investment required to meet the world's needs.

Global Infrastructure Hub, 2018

Emerging technologies

Emerging technologies evaluated by experts as having the ability to disrupt and alter the way we operate our daily lives include bioplastics for a circular economy, social robots, smart fertilisers to reduce environmental contamination, advanced food tracking and packaging, collaborative telepresence, and utility-scale storage of renewable energy.

World Economic Forum, 2019

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Waste Strategy Objective

The objective of South Australia's waste strategy is to outline actions that can contribute to the development of a circular economy – that is, an economy that realises the best or full value from products and materials produced, consumed and recovered in South Australia through:

- a clearly articulated policy and legislative framework that gives a solid platform for investment decisions and a stable and efficient market
- supporting innovation and commercialisation
- education, advocacy and awareness to support behaviour change in the way waste and resources are managed
- applying the waste management hierarchy consistently with the principles of ecologically sustainable development.

These objectives highlight that if we act in response to the global challenges facing waste management, we can:

- increase market confidence for investments in the circular economy, resource recovery and waste management
- encourage local innovation and investment, boost certainty and build resilient businesses
- increase South Australia's use of secondary materials and reduce the demand on raw material
- improve material efficiency and utility
- reduce greenhouse gases
- encourage job creation
- foster an environment where the South Australian community, businesses and institutions can thrive while reducing their impact on the environment
- maintain South Australia's leading position in waste management and resource recovery.

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Targets for 2020-2025

A target of **zero avoidable waste to landfill by 2030** is proposed to guide action during and beyond the lifespan of the 2020-2025 Strategy.

This target aims to stimulate action towards a circular economy. In meeting this target, principles and requirements of the *Green Industries SA Act 2004, the Environment Protection Act 1993* and its subordinate legislation, including the Environment Protection (Waste to Resources) Policy 2010 should be upheld, including:

- The **waste management hierarchy,** ensuring that materials are separated as close as possible to their point of generation and safely used for their highest order purpose. Some materials, including asbestos, certain toxic and quarantine waste, once generated, should be removed from circulation as soon as possible, noting that some of these wastes may be suitable for processes that are higher than landfill on the waste management hierarchy, such as energy from waste.
- Ensuring that principles of **ecologically sustainable development** and avoiding environmental harm are upheld as new mechanisms for design, use and recovery are promoted and pursued.
- Ensuring that the use of **waste-derived materials** is beneficial and genuine, not posing a risk of environmental harm or undermining resource recovery markets.

Targets for South Australia's Waste Strategy 2020-2025 are proposed, as are quantitative targets for municipal solid waste (MSW), commercial and industrial (C&I), construction and demolition (C&D) waste streams, and per waste capita reduction. Broader quantitative key actions essential to achieving these targets are also defined.

South Australia's Waste Strategy 2020-2025 proposed targets

Target: Zero waste to landfill by 2030[9]

Targets

METROPOLITAN				NON-METROPOLITAN
Targets by sector			**Overall 2025 target**	
Municipal solid waste (MSW)			75% diversion	Maximise diversion to the extent practically and economically achievable
Year	**Household bin systems**[10]	**All MSW waste**[11]		
2020	55% *minimum diversion target*	60%		
2022	60%	65%		
2025	70%	75%		
Commercial and industrial (C&I)			90% diversion	Maximise diversion to the extent practically and economically achievable
Year	**Diversion**			
2020	80%			
2022	85%			
2025	90%			
Construction and demolition (C&D)			95% diversion	Maximise diversion to the extent practically and economically achievable
Year	**Diversion**			
2020	90%			
2022	90%			
2025	95%			
Per capita waste generation			5% reduction	From 2020 baseline

[9] Zero avoidable waste to landfill equates to the diversion of all waste from landfill where it is technologically, environmentally and economically practicable to do so. 'Unavoidable' waste therefore refers to wastes for which no other current treatment is available including (but not limited to) asbestos, toxic and quarantine waste.

[10] Diversion only from MSW household bin systems.

[11] Quantities arising from total MSW waste comprising household bin systems, hard waste services, street sweepings, council-operated parks and gardens, public place locations, waste collected at drop-off facilities, and council-operated commercial services.

Broader quantitative actions to achieve proposed targets	

Municipal solid waste (MSW)
Key actions supporting 75% diversion by 2025
	Household bin systems
	• Increasing the recovery of recyclables in the yellow bin.
	• Increasing the recovery of organics and food waste in the green bin and processed in accordance with Australian Standard *Composts, Soil Conditioners and Mulches – 4454.*
	• Provide minimum kerbside bin-based collection services to all households in metropolitan Adelaide:
	  ○ Organics, including food waste collections, at least fortnightly
	  ○ Recycling, at least fortnightly.
	• All kerbside bins to be compliant with Australian Standard *AS 4123.5-2008 Mobile waste containers* as soon as practicable before 2030.

	Food waste • Implement South Australia's Food Waste Strategy.
	Hard waste collection • Implement best-practice hard waste collection and treatment to maximise material recovery.
	Community engagement • Reduced contamination in kerbside collected bins. • Household source separated material placed in the right bins. • Evaluation of the effectiveness of the *Which Bin?* and other householder education campaigns.
	Plastics and packaging • 100% of packaging in South Australia is recyclable, compostable or reusable by 2025, in support of Australian Government commitment to Australian Packaging Covenant Organisation target. **Product stewardship** • South Australia to support effective product stewardship schemes.
	Further priority actions for MSW are detailed at page 66.

Commercial and industrial (C&I) **Key actions supporting 90% diversion by 2025**	**Procurement** • Increase procurement of secondary materials and recycled content products. • Increase local remanufacturing. • Implement standards for recycled content products. **Product stewardship** • South Australia to support effective product stewardship schemes. **Food waste** • Implement South Australia's Food Waste Strategy. **Plastics and packaging** • 100% of packaging in South Australia is recyclable, compostable or reusable by 2025, in support of Australian Government commitment to Australian Packaging Covenant Organisation target. Further priority actions for C&I are detailed at page 70.
Construction and demolition (C&D) **Key actions supporting 95% diversion by 2025**	**Procurement** • Increase procurement of secondary materials and recycled content products. • Increase local remanufacturing. • Implement further standards for recycled content products. **Product stewardship** • South Australia to support effective product stewardship schemes. **Waste levy** • Continued application of the levy to remain for construction and demolition materials. Further priority actions for C&D are detailed at page 72.

Partnerships

To achieve the Strategy's objective, targets and priorities for action will require commitment, focus and appropriate resourcing from all sectors. The Strategy's responsibility for implementation will be shared across governments, business, industry and the community. These responsibilities are defined in Figure 3. The Strategy has whole-of-government endorsement and strong alignment to other government activities including the South Australian Government's goals and agenda for economic development, trade and investment, emergency services (supporting disaster waste management), health, climate change, environment protection and regulation, procurement, planning and development, and developing the food, wine and agriculture sectors.

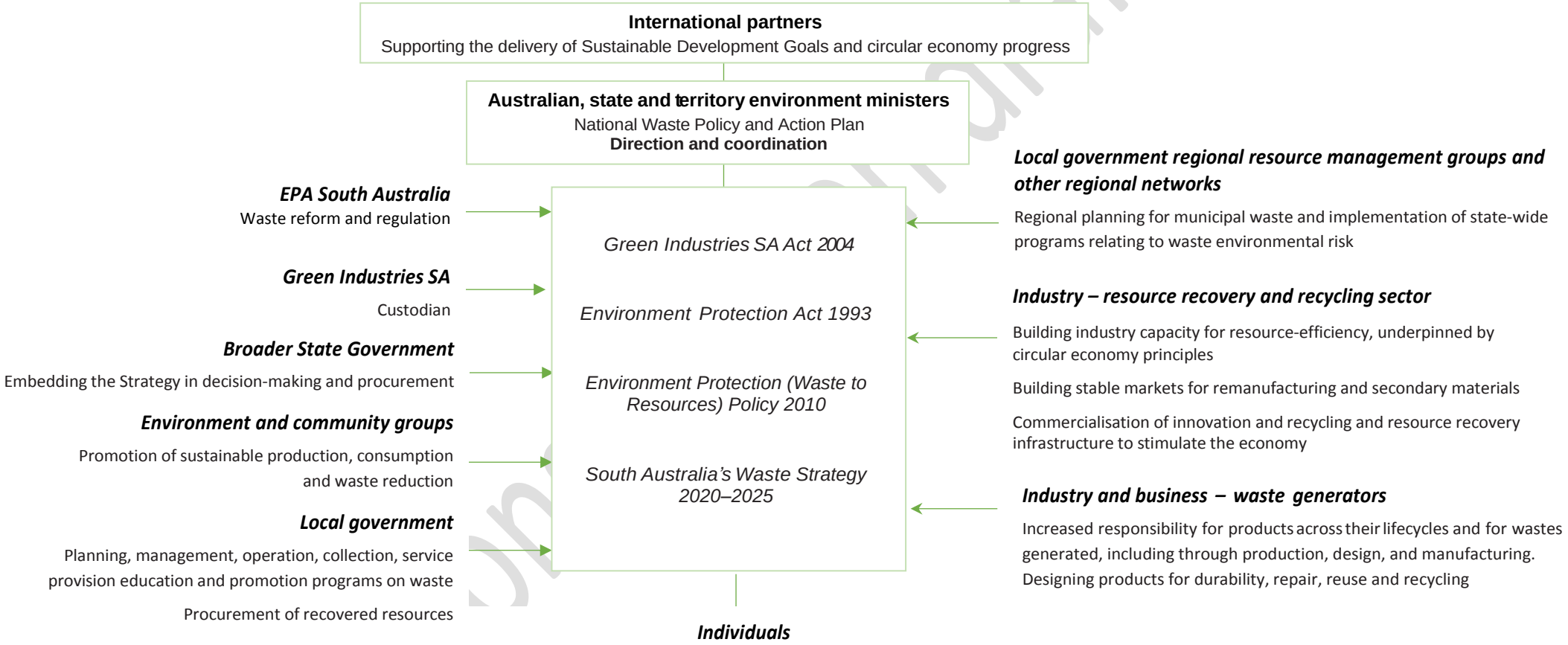


Figure 3 – Roles and relationships in delivering South Australia's waste strategy

Evaluation and reporting

Evaluation and reporting is important in building knowledge about resource recovery, waste and the circular economy, and to assess the effectiveness of projects and programs. It is important to understand economic and environmental costs and benefits, infrastructure needs, future waste streams for attention and areas needing regulatory underpinning.

Important areas of focus in evaluating programs and initiatives over the course of this Waste Strategy will include:

- developing a monitoring framework to measure the state's progress towards a circular economy
- measuring recycling activity and material flows
- measuring demand on raw materials
- increasing transparency in reporting of materials and mass flows from industry, to enable evidence-based targets relating to specific materials
- collecting and analysing litter data
- capturing, reporting and sharing industry and business experiences
- monitoring community attitudes and behaviours
- monitoring infrastructure and identifying gaps
- informing policy and design of projects with feedback
- monitoring industry investment
- measuring greenhouse gas emission, carbon, water, materials intensity and other outcomes
- investigating new and emerging opportunities to improve and reform South Australia's environmental performance in relation to waste management and the circular economy.

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Priorities for action

Areas with the potential for greatest impact

Transitioning to a circular economy

Market development

Infrastructure capability and capacity

Food waste

Plastics and packaging

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1. Transitioning to a circular economy

A transition to the circular economy is a priority guiding focus for 'South Australia's Waste Strategy 2020-2025'.

The *Green Industries SA Act 2004* includes the concept of circular economy as a guiding principle for an economic model that contemplates the production of goods and services:

- by a reduced reliance on virgin materials
- on the basis of continuously functioning utility and an extended lifecycle
- in a manner that eliminates, as far as is reasonably practicable, waste or pollution, or harm to the environment.

'Circular economy' is a generic term for an industrial economy that is producing no waste and pollution, by design or intention. It refers to the better use of materials within the economy and involves more remanufacturing, repair and reprocessing than the linear 'make, use, dispose' mode of traditional economies.

As the Ellen MacArthur Foundation points out (2015), the existing economic model:
'…gives rise to chronically high levels of waste and creates dependence between economic development and inputs of new virgin materials. In a world of finite resources, this model cannot work in the long run, and there are indications that it is reaching its limits.'

A truly circular economy is driven by renewable flows, rather than finite stocks. Better processes and product design help capture the full benefit of resources, and less materials and energy are used to manufacture the goods and services. Goods should be designed to last longer and be easily repaired, upgraded or used differently.

During the term of the 2020-2025 waste strategy, South Australia's work towards a circular economy will build upon current policy initiatives and activities designed to reduce waste, improve material and energy efficiency, and reduce greenhouse gas emissions.

South Australia's work to transition to a circular economy will support the National Waste Policy and Action Plan circular economy principles:

1. *Avoid waste:*
   - *Prioritise waste avoidance, encourage efficient use, reuse and repair.*
   - *Design products so waste is minimised, they are made to last and we can more easily recover materials.*
2. *Improve resource recovery:*
   - *Improve material collection systems and processes for recycling.*
   - *Improve the quality of recycled material we produce.*
3. *Increase use of recycled material and build demand and markets for recycled products.*
4. *Better manage material flows to benefit human health, the environment and the economy.*
5. *Improve information to support innovation, guide investment and enable informed consumer decisions.*

Commodity pricing and markets

A key challenge facing waste management, resource recovery and green industry sectors in South Australia, Australia and globally is in their

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vulnerability to sharp drops in commodity prices, demand for resource types, and available finance. While South Australia's resource recovery industry is well established, with around 86% of all recovered material reprocessed locally and about 7% exported overseas (Rawtec, 2019), global restrictive measures that affect the trading of recycled commodities can impact the viability of South Australian recycling businesses that depend on those markets. Ultimately, a circular economy offers the opportunity to gain additional value from products and materials but also helps mitigate exposure to material price volatility and material supply (Ellen MacArthur Foundation, 2015).

It has been found that in many developed countries, a reduction in the volume of waste generated is an indication of a development towards less material-intensive production and consumption patterns, particularly as the economy moves from a heavy industry base to a more service base.

Per capita waste generation

To truly reflect the personal impact that South Australians can make in reducing their waste impact and shifting focus towards a circular economy, the Waste Strategy includes a waste generation reduction target of 5% per capita by 2025. This will require continued efforts to decouple the generation of waste from economic activity, as is the key focus globally in seeking a transition to a circular economy.

Transitioning to a circular economy

What happens if we don't take action?

- There are finite and in some cases declining amounts of the raw materials upon which economic development has depended. New methods and sources will be needed for future development.
- The resource recovery industry is vulnerable to sharp drops in commodity prices, demand for resource types and available finance.

What is possible through action?

- ✓ An opportunity for South Australia to build on achievements in reducing waste, improving material and energy efficiency, and driving growth in the waste and resource recovery sectors of its economy.
- ✓ Support for the National Waste Policy and Action Plan and its principles relating to the circular economy.
- ✓ A resilient South Australian economy that produces little waste and pollution by design or intention.
- ✓ By 2030, as many as 25,700 jobs created in a circular economy (Green Industries SA. 2017b).
- ✓ Potential reduction in the state's greenhouse gas emissions of 27%, or 7.7 million tonnes in CO2 equivalent.
- ✓ Innovation and commercialisation of new technologies that can facilitate a shift to circular economy business models.

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Priority actions

Avoid waste:

- ✓ Encourage businesses and start-ups to adopt business models that support a transition to the circular economy, for example in sharing, hire and leasing, products service systems, and incentivised return asset management.
- ✓ Promote design of products and components to increase reparability, durability, upgradability and recyclability.
- ✓ Support reuse and repair.
- ✓ Advocate for product labelling standards to enable better dismantling, reuse and recycling of products and information relating to recycled content.

Improve resource recovery:

- ✓ Invest in infrastructure that supports circular economy flows, either as:
  - organic material, designed to re-enter and regenerate the environment safely (such as compost)
  - materials (such as metals, paper and plastic) that are designed to circulate for as long as possible through repair, reuse and, as a last resort, recycling, without entering the environment for disposal.

Increase use of recycled material and build demand and markets for recycled products.

- ✓ Promote manufacturing of products and components that replace virgin materials with sustainably produced materials.

Better manage material flows to benefit human health, the environment and the economy.

- ✓ Advocate for extended producer responsibility schemes that deliver recycling outcomes and achieve higher outcomes on the waste hierarchy (such as through better product design).

Improve information to support innovation, guide investment and enable informed consumer decisions.

- ✓ Encourage research and development, commercialisation and innovation in new technologies, including big data analytics, social media, trace and return systems, 3D printing and modular design technologies.
- ✓ Identify key sectors, materials and regions to benefit from the circular economy and seek to support practical consideration and actions.
- ✓ Support knowledge management and metrics for circular economy activities.

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"South Australia's work towards a circular economy will build upon current policy initiatives and activities designed to reduce waste, improve material and energy efficiency, and decrease greenhouse gas emissions."

2. Market development

Increased domestic demand for local recyclable materials and recycled-content products can play a vital role in attracting investment in local remanufacturing and supporting longer-term structural adjustment of the waste sector to a circular economy business model.

The success of this Waste Strategy requires an increase in the quality and market demand for recyclable materials and recycled content products. This is especially vital as the impacts of global and national policy focuses attention on creating market opportunities for new, sustainable products made from recycled materials.

Nationally, Environment Ministers have agreed on a number of actions to reduce waste generation, improve recyclability of waste, and increase domestic recycling capacity and demand for recycled products. The Council of Australian Government, for example, has committed to banning the export of recyclable material including waste plastic, paper, glass and tyres (Council of Australian Government, 2019).

South Australia should expand market-related activities for existing recycled-content products, improve the quality and supply of waste feedstock used in manufacturing recycled-content products, and improve market confidence in the recycled materials and recycled-content products. This will generate confidence in and demand for quality recycled products.

Sustainable procurement

A nationally consistent standardised methodology for requiring supply agreements to incorporate recycled content products will increase the market for recycled products.

This aligns with the intention of the National Waste Policy to advocate for increased use of recycled materials in the goods that government and industry buy, such as paper, road materials and construction materials, and to collaborate on creating new markets for recycled materials[12].

Longer-term measures can be managed through a staged approach, for example, selected materials to be implemented first in such as use of glass fine in civil construction applications or sector-based circular economy policy and case studies.

Market development
What happens if we don't take action?
• Poor demand and local market development for recycled content products. • Sustainable products prevented from accessing or building markets. • Lost opportunities to drive innovation and market development in products.

[12] Seventh meeting of Environment Ministers, Agreed Statement – 27 April 2018, Melbourne

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- Continued demand on raw materials with a higher environmental footprint, contributing to higher greenhouse gas emissions, water and energy use; greater impacts to agriculture and deforestation; and increased waste production.
- An uneven playing field for market development of sustainable products.

What is possible through action?

- ✓ Boosts to local market demand and local employment.
- ✓ Reduced demand on raw materials.
- ✓ Increased demand for recycled products.
- ✓ Increased diversion from landfill.
- ✓ 'Closing the loop' on products entering the recycling stream by generating demand for recycled products.
- ✓ Increased environmental benefits.
- ✓ Potential lifecycle benefits (value for money) compared to using virgin materials.
- ✓ South Australia continues to perform as, and is perceived as, a leader in circular economy activity.
- ✓ Development of new markets and contribution to the resilience and stability of existing markets.

Priority actions

- ➢ Investigate barriers for sustainable procurement (in state and local governments and industry) and identify measures to overcome these, including through legislation and policy.
- ➢ Identify and recommend priority recovered materials and recycled-content products to be mandated for use in the government and industry procurement system, in the short and medium term.
- ➢ Develop successful procurement case studies demonstrating benefits of using recycled-content products to government and industry.
- ➢ Identify relevant training needs for procurement practitioners and developing tools for capacity building in sustainable procurement.
- ➢ Collaborate in and advocate for nationally consistent standards and/or frameworks for the requirement of recycled-content products in government procurement.
- ➢ Support the development of accredited testing for product standards and performance to increase confidence in the quality of remanufactured products.
- ➢ Develop government fit-out requirements to support increased resource recovery and material reuse and repurpose.
- ➢ Ensure a robust regulatory environment that supports local market development for remanufactured products.
- ➢ Include recycled content measures in government infrastructure projects.
- ➢ Develop monitoring and reporting mechanisms for sustainable procurement.

"Increased domestic demand for local recyclable materials and recycled-content products can play a vital role in attracting investment in local remanufacturing and supporting longer-term structural adjustment of the waste sector to a circular economy business model domestically."

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3. Infrastructure capability and capacity

South Australia's Waste Strategy 2015-20 includes a long-term strategic objective of increasing and maintaining the capacity of South Australia's recycling systems and reprocessing infrastructure. South Australia has established integrated waste management infrastructure throughout the state, with the State Government generating much of this infrastructure through support programs and co-investment. Waste and resource recovery infrastructure planning and investment will play critical roles in supporting future industry development and economic growth.

In February 2018, following stakeholder consultation, Green Industries SA released its 'Waste and Resource Recovery Infrastructure Plan'. The plan projects investment needs for waste management and resource recovery infrastructure over the next 10-30 years. It models scenarios for waste flow projections, corresponding infrastructure needs and economic impact assessments under:

- moderate additional diversion – slightly more than business as usual) over a 10-year period
- high additional diversion – aspirational goal of zero waste across metropolitan Adelaide and high diversion rates in regional areas) over a 30-year period.

Green Industries SA's Infrastructure Grants Program helps private sector, local government and not-for-profit organisations to invest in infrastructure and find innovative approaches to increasing the resource recovery and reducing the amount of waste sent to landfill.

Infrastructure capability and capacity
What happens if we don't take action?
• Reliance on volatile overseas markets for recovered recyclables. • Missed opportunities for local resource recovery capacity and to stimulate economic activity and job creation. • Infrastructure capability does not meet waste generation requirements. • Illegal activity and stockpiling of materials.
What is possible through action?
✓ Support for South Australian industry development and economic growth. ✓ South Australia's world-class recycling performance is maintained. ✓ Transition to a more resource efficient, circular economy. ✓ Continued resource recovery infrastructure investment avoid landfill costs; reduce the use of virgin materials, energy and water; reduce greenhouse gas emissions; and boost economic development. ✓ Help for the South Australian recycling industry and local government to respond to global policy changes affecting the markets for recyclable materials.

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- ✓ Support for the processing of materials banned from landfill under the *Environment Protection (Waste to Resources) Policy 2010.*
- ✓ Prioritising local processing of materials.
- ✓ South Australia becomes a waste management training destination for Australian and overseas professionals (such as in behaviour change, systems design and deployment, and alternative technology policy).

Priority actions

- Encourage innovation by tackling new waste streams and assisting improvements to efficiency and targeting new market segments.
- Continue investment in resource recovery infrastructure.
- Improve knowledge and awareness of resource recovery infrastructure as being essential infrastructure for the functioning of society and the economy.
- Improve knowledge and opportunities in relation to the potential return on investment in the resource recovery sector.
- Support soft infrastructure investment in workforce planning, training and talent retention in the resource recovery industry.
- Set best practice standards for recovered resources and ensure regulatory compliance in the sector.
- Ensure planning and investment in waste and resource recovery infrastructure to provide adequate waste management resilience and continuity in response to disaster and other significant disruptive events.

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"Waste and resource recovery infrastructure planning and investment will play critical roles in supporting future industry development and economic growth."

4. Food waste

The volume and value of wasted food present opportunities to further divert food waste from landfill and minimise losses throughout the food value chain.

A number of initiatives in South Australia currently contribute to food waste reduction and diversion from landfill, including:

- the application of the solid waste levy for all waste (including food waste) disposed to landfill
- dedicated facilities and infrastructure to process food waste into compost and other soil improvement products
- provision of kerbside food waste diversion incentives to councils
- segregated commercial food waste collection services available across metropolitan Adelaide
- anaerobic digestion for energy recovery and subsequent composting
- support for food recovery organisations such as Foodbank and Oz Harvest to divert fresh and non-perishable surplus food to charities.

Nationally, the Australian Government's National Food Waste Strategy requires each Australian state and territory to achieve a 50% reduction in food waste by 2030. This aligns with the United Nations Sustainable Development Goal 12.3: *'By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses'*.

In addition to diverting food waste from households, action will be required in the agricultural and commercial and industrial sectors to reduce food waste. Over-production, food spoilage (for example, due to logistical, storage or marketing and commercialisation factors), and wastage at point of sale all contribute to the problem. Collection systems, education, and possible legislative measures to reduce the amount of food waste disposed to landfill should be explored. In Massachusetts, a ban on the disposal of food waste is having significant effects on the amount of food waste diverted from landfill (Commonwealth of Massachusetts, 2018).

A Fight Food Waste Cooperative Research Centre (CRC) has been established to examine how to reduce food waste throughout the supply chain, transform unavoidable waste into innovative high-value co-products, and engage with industry and consumers to change behaviours.

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Food waste

What happens if we don't take action?

- Food waste continues to create significant greenhouse gas emissions, both at the end of its lifecycle when it produces methane if disposed to landfill and through lost embodied resources.
- Internationally, it is estimated that one-third of all food is wasted between production and disposal.
- Energy, water, money and resources used to produce, process and transport the food continue to be lost in avoidable food waste.
- Costs to consumers: estimated food waste costs the Australian economy $20 billion annually (Australian Government, 2017).
- Opportunities to reduce food insecurity are lost.
- Continued over-production, food spoilage (for example, due to logistical, storage or marketing and commercialisation factors), and wastage at point of sale.

What is possible through action?

- ✓ Preventing organic material from going to landfill will preserve organic carbon and nutrients for more valuable uses in land management and food production.
- ✓ Diverting food waste to composting helps soil fertility and replenishes soil carbon and nutrient stocks, while mitigating climate change.
- ✓ Greenhouse gas savings and environmental benefits resulting from composting, including:
  - less energy needed for irrigation, due to improved water storage and water use efficiency
  - reduced demand for biocides (chemical substances including insecticides, disinfectants and pesticides used to control organisms that are harmful to health) will result in reduced greenhouse gas emissions associated with biocide production, due to improved soil and plant health
  - reduced diesel use for soil cultivation due to improved tilth
  - increased carbon sequestration from higher biomass production, due to improved soil productivity
  - reduced nitrogen loss that cause secondary nitrous oxide (N2O) emissions, due to lower nitrogen surplus and leaching
  - reduced erosion that causes loss of nutrients and organic matter and results in secondary N2O emission and those associated with replacing lost nutrients
  - less food insecurity and demand on natural resources.
- ✓ Social benefits, including support for welfare agencies.

Priority actions

Kerbside food waste diversion systems

- ➢ Provide continued financial support for roll out of area-wide, high-performing food waste collection systems.
- ➢ Pilot and evaluate models of alternative bin and collection systems for high-density dwellings where little or no garden waste is generated.

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- Develop legislation to harmonise the three-bin system across all metropolitan councils and include fortnightly collection of co-mingled recyclables and fortnightly collection of organics, including food waste, as minimum services to all households.
- Work with councils to pilot more frequent collection of household organics bins.
- Research the effectiveness of kitchen caddy systems to support organic recycling.
- Require new or significant high-density developments to allocate sufficient area to store and access three-bin segregated waste and recycling services and/or vacuum technologies provided by council or private contractors.

Behaviour change

- Work with government and industry partners to research interventions that change behaviours to promote waste avoidance.
- Introduce a state-wide campaign to promote the three-bin system, including use of the green organics bin for food waste and home composting systems.
- Encourage home-based approaches for diverting food waste, including home composting, worm farms and feeding to poultry.
- Develop education and awareness tools for South Australian householders that support food waste prevention and recycling at home.

Precinct collections

- Develop and trial procurement of precinct organics collections from business premises within significant food retail areas.
- Evaluate precinct collection trials and broader application of the model.
- Investigate legislative options to:
    - restrict the disposal of organics from businesses to landfill
    - enforce food waste collection from businesses.

Events and out of home

- Adopt the minimum three-bin system for council-run or sponsored events.
- Mandate the use of compostable food service ware at events and for home delivery and takeaway food.

Food rescue

- Identify opportunities for and barriers to increased collection and distribution of surplus food through food rescue organisations, including where supply chains may be impacted (e.g. during natural disasters or other disruptive environmental, social and/or economic events).
- Support infrastructure to increase the recovery of high-quality surplus food for redistribution to those in need.

Infrastructure funding

- Provide financial incentives such as grants and loans to encourage the establishment and enhancement of resource recovery infrastructure, processes and technologies that divert food waste.

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- Provide infrastructure support for anaerobic digestion and incorporating bioenergy recovery into processes where residual outputs are diverted to composting processes or applied to land following energy recovery.

Market support

- Support infrastructure investment in locally produced compostable Australian Standard-certified items.
- Support the development and expansion of viable and sustainable markets for composting products and outputs arising from the increased recovery of food and other organic wastes, including through standards, specifications and guidelines.
- Procurement of compost for public parks and gardens.

5. Plastics and packaging

The use of plastics has increased twenty-fold in the past half-century and is expected to double again in the next 20 years (Green Industries SA, 2019b). Due to their many functions and low cost, plastics have become ubiquitous and play an important role in our daily lives. For example, plastic packaging can assist in food safety and sometimes reduce food waste; bio-compatible plastics combined with 3D printing can support medical innovation; and light plastic materials used in the design of cars or planes can save fuel (Green Industries SA, 2019).

While they can deliver these benefits, the way plastics are currently produced, used and discarded has many drawbacks.

- Plastics production uses the same volumes of fossil fuels as the aviation sector, representing around 6% of global oil consumption.
- The amount of marine litter is increasing and affecting ecosystems, biodiversity and potentially human health (United Nations Environment Programme, 2016). Studies in the European Union (EU) have found plastic to be the main source of marine litter as it is almost non-biodegradable. It also has toxic and other harmful impacts.
- About 80% of marine debris arises from land-based sources (UNEP, 2016). Common marine litter items include glass and plastic bottles, cans, bags, balloons, rubber, metal, fibreglass, cigarettes and other manufactured materials, fishing gear such as line, ropes, hooks, buoys (CSIRO, 2016).
- Single-use plastics, and in particular plastic packaging, are widely available, persistent, and may enter the environment, and ultimately the marine environment, through littering.

These impacts are increasing each year as Australians generate more plastic waste.

The need to reduce the environmental, economic and social harm associated with plastics is widely recognised. Under target 14 of the United Nations Sustainable Development Goal, 'Conserve and sustainably use the oceans, seas and marine resources' (United Nations, 2015b), international governments have agreed to prevent and significantly reduce marine pollution from land-based activities by 2025. The EU announced in

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late 2018 its intention to ban single-use plastic items such as plates, cutlery, straws, balloon sticks and cotton buds; for several other single-use items for which no current alternative exists, and which are not banned outright, it intends to impose reduction targets and associated timeframes (European Parliament, 2018).

The New Plastics Economy – Rethinking the future of plastics provides a vision for a system in which plastics never become waste (World Economic Forum and the Ellen MacArthur Foundation and McKinsey & Company, 2016).

In early 2019, the South Australian Government released two discussion papers, *Turning the tide on single-use plastic products* and *Improving South Australia's recycling makes cents*. These papers sought ideas about measures to protect the environment from impacts associated with single-use plastic products and to improve the effectiveness of South Australia's container deposit scheme.

Respondents strongly supported more measures to address single-use plastic products and government intervention. A report summarising feedback on the discussion paper is available on the YourSay and GISA websites.

There are policy options that could tackle problematic single-use plastic products, ranging from voluntary industry-led approaches to restricting market access for single-use plastic products for which suitable, lower-impact alternatives exist.

Legislation has been used successfully in South Australia to introduce the container deposit scheme and ban light-weight plastic bags. Similar legislation could be developed to provide a flexible and long-term framework that enables market restrictions on various single-use plastic products, with varying timeframes and impact assessments.

Further consultation – through a stakeholder working group of industry, business, local government and interest group stakeholders – has now informed associated impacts and the development of the Single-use and Other Plastic Products (Waste Avoidance) Bill 2020. The Bill was introduced to Parliament on 30 April 2020 and proposes to phase-out certain single-use plastic products.

Work will include progressing:

- Plastic-free precincts
- An immediate prohibition from sale, supply and distribution of plastic straws, cutlery and beverage stirrers following commencement of the legislation.
- Prohibition on single-use expanded polystyrene food service products detailed within the legislation, as well as oxo-degradable plastic, 12 months following commencement of the legislation.

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Plastics and packaging

What happens if we don't take action?

- The potential economic and environmental benefits of a more resource-efficient and circular approach are not realised and the wasteful take-make-dispose economic model is sustained.
- Single-use plastics and plastic packaging continue to enter the environment, including the marine environment, through littering.
- If current trends continue, the ocean is expected to contain one tonne of plastic for every three tonnes of fish by 2025, and by 2050 more plastics than fish by weight. In addition to harming the environment (particularly wildlife impacts), marine litter damages activities such as tourism, fisheries and shipping (Green Industries SA, 2019b).
- Continued use of fossil feedstocks to produce plastics and packaging.
- Innovative opportunities in alternatives to single-use plastics unrealised.

What is possible through action?

- ✓ Less use of fossil feedstocks, which has a significant carbon impact.
- ✓ Reduced waste and litter in lands and waterways.
- ✓ Innovation opportunities in South Australia for market development and manufacturing alternatives to single-use plastics.
- ✓ Support for South Australia's more resource-efficient and circular approach, moving away from the wasteful take-make-dispose economic model.

Priority actions

- ➢ Implement the phase-out of single-use and other plastic products in South Australia.
- ➢ Investigate opportunities to reduce, minimise or eliminate single-use plastic products.
- ➢ Support Australian Government target of 100% Australian packaging to be recyclable, compostable or reusable by 2025, to be delivered by the Australian Packaging Covenant Organisation.
- ➢ Advocate for packaging to be covered by a regulated extended producer responsibility scheme under the *Product Stewardship Act 2011*.
- ➢ Introduce strategies to find replacements for single-use plastic products, including increasing South Australia's remanufacturing of these products.
- ➢ Review the container deposit scheme and investigate opportunities to further reduce container littering, increase resource recovery and support a circular economy, and continue to embed product stewardship obligations.

"Single-use plastics, and in particular plastic packaging, is widely available, persistent, and at best prone to disposal to landfill rather than recycling and at worst prone to littering where it may enter the environment, and ultimately the marine environment."

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Priority actions by waste stream

Municipal solid waste

The draft Waste Strategy encourages action to recapture South Australia's leadership in municipal solid waste (MSW) resource recovery, including through actions detailed to support high-performing kerbside household bin systems as articulated on page 48.

Continued and consistent effort in educating householders and making producers responsible for their waste are also needed.

Examination of kerbside recycling and other services solely within an assessment of their financial costs does not consider their total financial, environmental and social costs and benefits. Benefits may include avoided costs from air and water pollution associated with landfill, avoided manufacture from virgin materials, reduced global warming impacts, and landfill disposal saving.

Standardising efforts across council areas can increase collaboration and maximise resources in technology and operational savings, better collection and sorting systems, and consistent education messaging. Further, standardisation and mandatory reporting of waste management and recycling collection data could help councils understand where cost savings could be realised. To support progress in this sector, the draft Waste Strategy proposes that a minimum diversion of 55% from household three-bin systems by 2022 be adopted for the metropolitan area, with an overall MSW diversion stretch target of 70% to be achieved by 2025. This will be challenging but it provides stimulus for action.

Increasing MSW diversion will also require encouraging diversification of materials captured and processed for recycling such as soft film plastics and packaging and a range of problematic materials including batteries, electronic waste (e-waste) and hazardous wastes.

Regional areas, including Aboriginal land holdings and outback areas

Considering the challenges in addressing recycling trends in non-metropolitan areas, it is suggested that defined intentions rather than set targets are retained.

Recycling and other waste management initiatives are often difficult to implement and sustain due to the dispersed nature of communities in regional and remote South Australia. This difficulty is often exacerbated by community priorities and expectations, as well as limited funds and resources.

Two key reports prepared by Green Industries SA outline the issues in Aboriginal land holdings and outback areas: the 2011 *Waste Management in the Anangu Pitjantjatjara Yankunytjatjara (or APY) Lands, Past, Present and Future,* known as 'The Rubbish Report', and *The Outback Waste Management Report*' (2012). Both reports provided recommendations for a strategic approach to reducing waste (including beverage containers, white goods and car bodies), increasing resource recovery, improving landfill management and promoting awareness of recycling practices across the APY Lands and in outback areas.

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The success of any waste management or related initiative in these regions will require ongoing management and funding provision.

Municipal solid waste

What happens if we don't take action?

- Lost opportunities to improve diversion of materials including green organics and food organics.
- Existing kerbside diversion systems underused.
- Inconsistent collection services across metropolitan Adelaide.
- Contamination of separated materials in kerbside bins.
- Poor upfront planning in waste and recycling services.
- Minimal community awareness and adoption of required behaviour changes.
- Potential savings unrealised.

What is possible through action?

- ✓ Harmonised bin collection systems across metropolitan Adelaide.
- ✓ More diversion of material recovered from residual bins in existing systems.
- ✓ Progress in meeting National Food Waste targets.
- ✓ Reduced contamination of source-separated recycling enabling a better quality recycling stream.
- ✓ Community more aware of wasteful consumption and effective recycling and able to divert more material from the kerbside.
- ✓ Better waste-management planning for waste and recycling services in developments.
- ✓ Diversifying the type of materials capable of being diverted from households through the kerbside recycling bin.

Priority actions

Systems and technology

- ➢ Increase material diversion rates through provision of harmonised bin-based collection services and frequency of service across metropolitan Adelaide, including the regulatory introduction of minimum service standards for organics and recyclable collections.
- ➢ Continue to advocate for standardisation in collections and contracts across councils.
- ➢ Monitor and review kerbside collection systems to ensure maximum performance.
- ➢ Introduce mandatory minimum fortnightly collections for kerbside collected recyclables and organics in all councils.
- ➢ Improve flexibility for councils relating to the frequency of collections and variable price charging for residual household waste.
- ➢ Promote reduced contamination of source-separated systems.
- ➢ Encourage increased diversion of materials arising from hard waste services, street sweepings, waste collected at drop-off facilities, and council-operated commercial services.

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- Support new technology for residential and mixed-se developments (for example, vacuum systems and cross-development and precinct infrastructure).
- Implement better contracting and monitoring for household collection services, including application of technology such as Radio Frequency Identification (RFID) and communication technologies for wheelie bins and truck monitoring systems, and website applications which provide data to households.
- Encourage planning in response to disaster and other disruptive events to ensure continuity of waste management services and/or adapting to changed waste management requirements.

Food waste

- Adopt and support the National Food Waste Strategy 50% reduction target by 2030 by promoting food-waste prevention measures.
- Encourage the uptake of food waste collection systems, including potential for legislative reform to increase the recovery of this material.

Planning

- Promote and encourage developers, architects, planning authorities, waste consultants and industry and strata and community corporations to adopt the 'Better Practice Guide Waste Management in Residential or Mixed Use Developments' relating to waste and recycling services in higher density urban living.
- Review best-practice waste management guidance for residential and mixed-use developments and investigate options to mandate its use for all new high-rise developments.

Recovery

- Diversify the type of materials captured and processed for recycling such as soft film plastics, packaging, batteries, e-waste from the kerbside recycling bin.
- Advocate for national solutions to problematic wastes such as packaging and hazardous wastes and consider state-based solutions if required.

Legislative reform

- Support the continued implementation of the Environment Protection (Waste to Resources) Policy.
- Develop and implement waste-reform initiatives such as mass balance reporting, waste levy collection, assessment of waste-derived materials, stockpile management controls, product bans, and landfill bans.
- Maximise recycling efficiency at all stages (collection, preprocessing – including separation and sorting – and end processing) to reduce material losses.

Regional areas, Aboriginal land holdings and outback areas

- Advocate for ongoing action and responsibility to enable coordinated and integrated waste management in regional areas, Aboriginal land holdings and outback areas.
- Encourage systems to reduce litter and improve waste management in regional areas, Aboriginal land holdings and outback areas, including the recovery of resources such as beverage containers, white goods and car bodies.
- Support awareness activities for sustainable waste management practices within the APY Lands.

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Waste generation reduction: behaviour change

- Support coordinated and integrated householder recycling education campaigns and use innovative approaches to inform households and increase awareness of wasteful consumption, effective recycling and reducing contamination.
- Engage the community and business in opportunities involving collaborative consumption, industrial symbiosis, re-localisation, re-manufacturing and re-making to work towards a circular economy.
- Investigate online platforms to map waste avoidance and collaborative consumption and production activities.
- Encourage the engagement of policy makers, community leaders and businesses looking to develop strategies to incorporate circular economy thinking into their practices.

"Standardising efforts across council areas also has the potential to increase collaboration and optimisation of resources and effort."

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Commercial and industrial waste

The commercial and industrial (C&I) sector is dispersed, diverse and competitive. Limitations on resources, staff and expertise can be barriers to introducing changes and managing waste, while markets for materials may be underdeveloped.

The greatest opportunity for change in the sector is through increasing the recovery of food waste.

Encouraging the use of recycling systems, resources and tools for workplaces to assist with ongoing awareness in resource recovery will also be important.

Additionally, supporting the draft Waste Strategy's objectives in Sustainable Procurement, particularly within government, will be crucial.

Continued support to priority industries and sectors requiring business sustainability assistance will also be vital.

Commercial and industrial waste

What happens if we don't take action?

- Markets for materials underdeveloped.
- Dispersed and highly varied collection arrangements and processing infrastructure.
- Opportunities to divert food waste not addressed.

What is possible through action?

- ✓ Improved separation of materials.
- ✓ Increased diversion of food waste.
- ✓ Sustainable procurement actions supported.
- ✓ Improved economies of scale in collections.

Priority actions

- Encourage improved source separation, collection systems (including weight-based charging and precinct based collection routes) and sorting infrastructure.
- Support Food Waste priority actions.
- Reduce barriers to industry and government use of recycled materials in projects or products.
- Encourage all levels of government to consider adopting Sustainable Procurement practices and policies that increase the use of re-manufactured products and coordinate procurement efforts to achieve economies of scale and strengthen recycling markets.
- Develop a waste strategy for the South Australian Government.
- Identify solutions to achieve diversion in regional areas.
- Support the continued implementation of the Environment Protection (Waste to Resources) Policy.
- Develop and implement legislative waste reform initiatives such as mass balance reporting, waste levy collection, assessment of waste-derived materials, stockpile management controls, product bans, and landfill bans.
- Encourage the use of recycling systems, resources and tools for workplaces to promote awareness.

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- Work with economic development agencies to support sustainable activity in key sectors and new business opportunities to build a circular economy.
- Embed waste reduction and management practices in tertiary, vocational education and training courses.
- Mandate compliance with waste minimisation guidelines for State Government-managed or funded events.
- Promote procurement of sustainable and re-manufactured materials and products, especially in the government sector.
- Identify and support priority industries and sectors requiring business sustainability assistance.
- Encourage improved processes during commercial 'strip-outs' and refurbishments to support increased resource recovery and material reuse.
- Encourage consolidation of collection and infrastructure development in precincts.
- Investigate opportunities to increase food-waste recovery, including consideration of possible legislative measures.
- Encourage planning in response to disaster and other disruptive events to ensure continuity of waste management services and/or adapting to changed waste management requirements.

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"The greatest area to encourage step change in the Commercial and Industrial sector is through investigating opportunities to increase the recovery of food waste."

Construction and demolition waste

The segregation of materials on building and construction sites to increase waste diversion will require continued efforts. The removal of barriers to market, such as the development of specifications, will also be important.

Deconstruction will be another focus. Deconstruction is an alternative to demolition that enables materials to be kept intact and separated to maximise the amount that can be reused and recycled, so reducing the amount disposed to landfill.

NSW has adopted requirements for house deconstruction and has shown the economic benefits possible through income generation and the reduced costs associated with deconstruction and landfill disposal (NSW Environment Protection Authority, 2010).

US case studies have also demonstrated benefits including significant job creation, better employment conditions and educational opportunities (Ellen MacArthur Foundation, 2013). In Japan, a new deconstruction technique enabled the recovery of 99% of the steel and 92% of the concrete from a building (Ellen MacArthur Foundation, 2013).

In the first part of 2020, South Australia's construction and demolition waste industry has been a significant contributor in ensuring the safe and efficient removal of waste debris following the 2019-20 bushfires experienced in areas across the state. The learnings from this event will assist informing an update to South Australia's Disaster Waste Management Capability Plan and Guidelines.

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Construction and demolition
What happens if we don't take action?
• Continued barriers to market for secondary and processed materials. • Poor operating standards regarding source-separation materials on site, resulting in contaminated, mixed or 'unclean' waste streams and fewer opportunities for diversion or reuse. • Poor planning and management of waste and recovery during building demolition • Poor understanding of new materials used during construction, including how these can be recovered at their end-of-life. • Material savings and cost savings in construction.
What is possible through action?
✓ Better practice standards for built environment. ✓ Increased use of sustainable building materials. ✓ Better segregation of materials on site. ✓ Using sustainable procurement to create market opportunities for construction and demolition materials. ✓ Effective and efficient safe removal of waste debris resulting from disaster events.

Priority actions

- Addressing procurement issues, including barriers to market such as the development of specifications.
- Ensuring segregation of materials on build sites to increase waste diversion of uncontaminated materials.
- Understanding how the increasing uptake of 'prefabricated' and new material components in the construction of commercial and residential projects will impact on waste recycling.
- Integrating deconstruction requirements into planning processes and decisions, including ensuring site surveys are undertaken and approved by councils before deconstruction.
- Monitor and report waste generation and destinations for recovered materials from building sites.
- Embed deconstruction principles into tertiary, vocational education and training courses to maximise the full opportunities in building deconstruction and design.
- Encourage the responsible use of secondary materials such as concrete, aggregates, and fill materials.
- Support the continued implementation of the Environment Protection (Waste to Resources) Policy.
- Develop and implement legislative waste-reform initiatives including mass balance reporting, waste levy collection, assessment of waste derived materials, stockpile management controls, product bans, and landfill bans.
- Develop standards for 'design of the built environment' practices and the adoption of sustainable building materials.
- Support adaptive reuse and retrofitting of existing building stock where possible.
- Develop operating standards to encourage better salvaging and re-use of building materials.
- Update South Australia's Disaster Waste Management Capability Plan and Guidelines informed by learnings of the 2019-20 bushfires clean-up response.
- Encourage planning in response to disaster and other disruptive events to ensure continuity of waste management services and/or adapting to changed waste management requirements.

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"Deconstruction will be another focus. Deconstruction is an alternative to demolition that enables materials to be kept intact and separated, to maximise the amount that can be reused and recycled, so reducing the amount disposed to landfill."

Other priority actions (relevant to all streams)

Natural disasters and other disruptive events

Natural disasters, and particularly large-scale natural disasters, can generate quantities of waste that vastly exceed the capacity of the affected area to manage the impacts, and which threaten public health, hinder reconstruction and impact the environment. Disaster waste management affects almost every aspect of an emergency response as well as the long-term recovery of a disaster-affected area. If planned in advance and managed effectively, the risk to the environment and health of such disasters can be prevented or minimised. At the same time, generated waste can contribute to the disaster recovery and rebuilding process, and may have a positive effect on social and economic recovery.

In 2016, Green Industries SA completed a Stage 1 Disaster Waste Management Scoping Study with funding support from the Australian Government. The study examined whether South Australia had in place disaster waste management practices and an associated regulatory framework, and developed waste profiles for selected flood, severe storm, earthquake and bushfire scenarios. It found that there is no framework for managing disaster waste in South Australia, and that disaster waste management practices have been largely reactive with little pre-planning.

With the support of Australian Government Natural Disaster Resilience Program funding, Green Industries SA commenced Stage 2 work in 2017-18. This resulted in the development of a Disaster Waste Management Plan and associated practical guidelines and an implementation plan. The project is the first of its kind in Australia.

Other disruptive events, such as significant changes to international markets and global pandemics, also have the ability to interrupt or change waste requirements and services.

On 30 January 2020, the World Health Organization declared the Coronavirus disease (COVID-19) outbreak a Public Health Emergency of International Concern (World Health Organization, 2020). For many parts of South Australia and globally, this is impacting the waste system in various ways. Perhaps for the first time, a recognition that waste management is (or at least should be) designated as an essential service alongside the likes of power and water supply has emerged strongly. In response to the pandemic, the sector has initiated business continuity measures, including risk mitigation and prevention for its workforce to ensure waste and recyclables continue to be collected and responsibly managed. While the response is regularly changing, some of the impacts have included:

- Operational and logistical adjustments to maintain services.
- Closure of or reduced operations of waste and resource recovery management facilities, sites and transportation.
- Increased waste volumes generated in some sectors (including supermarkets, health care services and households) requiring changed or increased waste requirements.
- Changed practices in handling of waste resulting from COVID-19 in hospitals and within households.

Consultation draft

- Decreased waste volumes in some sectors where facilities or services are closed or limited. This may be affecting parts of the commercial and industrial sector, including offices, restaurants and cafes, schools and child care services, and events and venues.
- On demand services provided by local government may be reduced (for example, hard waste collections; street sweepings).
- Limited availability of personal protective equipment for those delivering waste services.
- Reduced or changed supply chains for food rescue organisations due to increased customer demand of groceries and perishables, reducing the availability of items for food donation.

This highlights a need to ensure the appropriate framework, tools and support measures are in place to ensure continuity of service delivery in waste management, ensuring compliance with public health and safety and ensuring flexibility in responding to changed waste generation volumes of patterns and available services and infrastructure.

Retaining waste management as a core focus for disaster preparedness and planning will remain as a priority area.

Natural disasters and other disruptive events

What happens if we don't take action?

- Inadequate preparedness, response and recovery following disaster situations, including in responding to increased or changed waste generation volumes or patterns and available services and infrastructure.
- Recovery and reconstruction efforts threatened.
- Impacts on the environment.
- Lack of clear roles and responsibilities in disaster waste management.
- Closure of or reduction in essential waste management services.
- Poor public health and safety outcomes.

What is possible through action?

- ✓ Capabilities for disaster resilience are built through clear responsibilities, more accessible information and greater understanding of disaster waste management issues.
- ✓ Improve outcomes by building capacity within individuals and organisations to undertake waste management activities.
- ✓ Provide local employment opportunities.
- ✓ Innovation in delivering new or changed business models, products and services associated with waste management services and infrastructure in response to disasters and emergency events.
- ✓ Prevention of or reduction in impacts of waste management in natural disasters, including through saving lives, alleviating suffering, facilitating rescue operations and minimising harm to the environment and human health.

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- ✓ Waste becomes a useful resource in rebuilding and a positive effect on local employment, social and economic recovery.
- ✓ Decision-making processes, roles and responsibilities are clear and defined, including the activities to responsibly manage the waste, and the level of support the State Government can provide to help affected communities and stakeholders.
- ✓ The scale of waste impacts following a disaster is understood.

Priority actions

- Encourage waste management to be included as part of disaster preparedness and planning, including natural disasters and other events which have the ability to disrupt normal waste services.
- Develop framework and tools to support responding to changes caused by any emergency event having the ability to disrupt or change essential waste services.
- Encourage opportunities for recycled products to rebuild infrastructure in affected communities.
- Develop a framework and tools to gather and measure data and the intelligence to estimate debris volumes or changed waste generation patterns.
- Encourage new or changed business models, products and services in delivering essential waste management services and infrastructure for affected communities.
- Make available more information about disaster or emergency event waste management issues.
- Establish community education and engagement activities to support responsible waste management following emergency events.
- Update South Australia's Disaster Waste Management Capability Plan and Guidelines, informed by learnings of the 2019-20 bushfires clean-up response.

Consultation draft

Finding solutions for emerging and problematic wastes

'*Like many of the background systems we take for granted, such as the supply of water, electricity and gas to our homes and the weekly rubbish collection, along with the roadways that enable our car-based commute to and from work, we seem to be able to focus only on the "consumption phase" in the life cycle of any particular domain. Everything outside the parameters of what we now take for granted becomes "somebody else's problem", something perhaps "they" should do something about sooner or later.'*
(Lehmann and Crocker, 2012)

Technology change and its rapid rate of obsolescence – which, at its heart, may involve intentionally designing products with limited life spans – presents challenges. Additionally, the supply of household solid waste grows proportionally with populations (van Beukering et al, 2014). Patterns of waste generation change, and so do the types of chemicals and materials used to make the products we buy. Increasing material complexity (bio-composites, conductive polymers, nanotechnology, electronics and more) adds to these challenges as current recycling processes cannot extract all the components from purchased products.

Over the past decade, there has been a growth in electronic waste, largely due to the significant growth curve of new electronic technologies combined with planned obsolescence. Under the Australian Government's *Product Stewardship Act 2011*, televisions, computers and computer peripherals became the first products to have their disposal regulated. The National Television and Computer Recycling Scheme involves a combination of government regulation and industry action to take responsibility for the collection and recycling of these items.

More recently, an observed increased uptake in photovoltaic cells (PVC), has led the Australian Government to list PVC as a priority product under consideration for a product stewardship approach.

While product stewardship provides a framework to manage the environmental, health and safety impacts of products, it alone cannot shift society from the linear 'take, make and dispose' model. Solutions are needed for future waste streams at the point of design and before a product reaches the consumer market.

The draft Waste Strategy highlights that we must recognise that the products and their components being made and used today will become the waste of the future.

For example, global consumption of and waste associated with textiles and clothing are growing, predominantly due to increased clothing production and decreased clothing utility (Ellen MacArthur Foundation, 2017). Opportunities within this industry should be investigated to ensure that clothing, textiles and fibres are kept at their highest value and utility.

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In other areas, the focus must shift to potential waste streams at the design phase, in the construction of our homes and workplaces, construction of our vehicles, and manufacture of other products we use daily, including single-use items such as plastics and packaging (discussed below).

In a circular economy, products are designed for repair, reuse, disassembly, and eventually recycling. This goes beyond traditional approaches to product stewardship within Australia, which have historically focussed on end-of-life product management. It requires a shift in the producer responsibility further up the waste management hierarchy to consider the environmental consequences of making, using and disposing of a product, and for a value to be placed on the product when it has reached its end of life.

Problematic wastes

Under the National Waste Policy, the Australian Government leads a national approach to product stewardship. The *Product Stewardship Act 2011* provides the framework to effectively manage the environmental, health and safety impacts of products, and in particular those impacts associated with the disposal of products. The framework includes voluntary, co-regulatory and mandatory product stewardship.

The Australian Government is continuing to work with state and territory governments and industry to consider possible product stewardship approaches for products. National solutions are in place for a range of products including paint, mercury containing lamps, computers and televisions, and tyres. Solutions should also be identified for products such as batteries (including electric vehicle batteries and stationary batteries), wastes associated with renewable technologies (such as photovoltaic systems and fibreglass from wind turbines), electrical and electronic products, and plastic oil containers.

The Environment Protection Authority has started work relating to the banning in South Australia of hazardous materials such as certain perfluorinated chemicals and of substances such as firefighting foams containing 'PFOS' and 'PFOA' to eliminate contamination risks to waterways and groundwater.

Green Industries SA has invested in establishing four permanent facilities in metropolitan Adelaide and will significantly support priority actions within the final 2020-2025 Waste Strategy to support the recovery of hazardous waste.

"The draft Waste Strategy highlights that we must recognise that the products and their components being made and used today will become the waste of the future."

Consultation draft

Finding solutions for emerging and problematic wastes

What happens if we don't take action?

- Responsibility for environmental impacts involved in the production, handling, purchasing, use and end-of-life management of products not defined.
- Poor planning and understanding of future waste materials at the point of design.
- Lost opportunities to encourage products to be designed applying circular economy principles for repair, reuse, and disassembly, and eventually recycling.
- The potential economic and environmental benefits of a more resource-efficient and circular approach are not realised and the wasteful take-make-dispose economic model is sustained.
- Consumers are not provided with convenient and accessible disposal options for a range of materials.
- Valuable material that could be brought back into the economy is lost.
- Continued disposal of problematic waste materials to landfill or more frequently disposed through drainage systems or directly to the environment (such as paint or oils), or devaluing the collection of other recycling streams through contamination.
- Shared responsibility of manufacturers, importers, governments and consumers in managing the impacts of a product.
- Estimated five-fold growth in clothing sales by 2050 will have significant economic, environmental and social costs (Ellen MacArthur Foundation, 2017).

What is possible through action?

- ✓ Manufacturers, importers, governments and consumers share responsibility for managing the impacts of a product.
- ✓ Product management of end-of-life disposal considered in all stages of product research and development.
- ✓ Easier access to convenient and safe collection and disposal for problematic waste materials.
- ✓ Fewer hazards, injuries and health impacts because less toxic alternatives are used.
- ✓ Management and remediation of waste fill and intermediate level contaminated soils.
- ✓ Rare and valuable materials are recovered.
- ✓ Easier access to convenient and safe collection and disposal of problematic waste materials.
- ✓ Waste fill and soil contamination are minimised, managed and remediated.
- ✓ Better understanding of design needs for products and market development.

Priority actions

Product stewardship

- ➢ Encourage product stewardship frameworks to extend beyond traditional approaches to managing disposal to those that encourage design for repair, reuse, disassembly, and eventually recycling.
- ➢ Recognise the role and responsibility of business and industry in the development and implementation of product stewardship schemes.

Consultation draft

- Advocate for packaging to be a regulated extended producer responsibility scheme under the *Product Stewardship Act 2011*.
- Make business and industry responsible for the development and implementation of product stewardship schemes.

Textiles

- Research opportunities that may reduce the generation of textile waste and increase the recovery of textiles.
- Advocate for approaches that motivate individuals to dispose of unwanted textiles in a responsible manner.

Problematic wastes

- Provide convenient drop-off facilities for unwanted and hazardous household and farm materials.
- Encourage the recovery and treatment of oils, solvents and other valuable materials for reuse.
- Reduce hazards through hazardous waste collection, recycling and appropriate disposal.
- Encourage reuse of waste fill and intermediate level contaminated soils where appropriate as a priority and remediate low level and high level contaminated soils for reuse.
- Reduce hazards through waste collection, recycling and appropriate disposal.
- Encourage the use of less toxic alternatives in industry and in households.
- Promote the adoption of Extended Producer Responsibility, including state-based approaches where considered necessary, and encourage continuous improvement in existing producer responsibility and related schemes, for example in relation to televisions and computers (e-waste), packaging, gas bottles, batteries (including from electric vehicles), wastes associated with renewable technologies (including photovoltaic systems and fibreglass from wind turbines), tyres, hazardous wastes, mattresses and rare earth elements and compounds.

Consultation draft

Waste reform, litter and illegal dumping

In South Australia, significant work has been undertaken through reforming the regulatory settings for the waste management and resource recovery industry to achieve industry certainty and improved environmental outcomes.

The *Environment Protection (Waste Reform) Amendment Act 2017* (Waste Reform Act), for example, took effect in November 2017; it provides strengthened powers under the *Environment Protection Act 1993* (EP Act) through:

- explicit powers to regulate material flow and stockpiling through amendments to the Objects of the EP Act and new powers regarding stockpiling conditions
- expanding the circumstances in which financial assurances (including insurance) can be used to protect against environmental, abandonment and distortion risks while supporting innovation
- improving the processes and evidentiary requirements to assess materials as approved recovered resources, to support innovative and safe resource recovery
- improving powers for tackling breaches of licence conditions
- strengthened powers for the EPA to prosecute illegal dumping cases.

The Waste Reform Act's amendments are considered the necessary first legislative step to empower the EPA to address further pressing waste reform issues, including mass balance reporting, stockpile management controls and the assessment of waste-derived materials.

The waste levy is an important economic tool for managing waste, encouraging recycling and funding environmental initiatives. The levy provides an incentive to reduce the amount of waste sent to landfill and is critical to ensuring resource recovery activities remain viable. It also provides a financial incentive for industry to seek alternatives for the disposal of waste and to facilitate investment into future technologies, processes and resource recovery systems in South Australia.

Defined incremental increases to the levies have been pursued to improve waste management practices and encourage resource recovery and reuse.

In South Australia, there is no longer a levy on the disposal of packaged asbestos and a reduced levy applies to the disposal of waste from donations to charitable recyclers. Important areas for consideration include the optimal use of the waste levy to address materials including clean fill, shredder floc, the use of materials for landfill cover (for example, for 'organic' material where it does not meet the Australian Standard for Composts, Soil Conditioners and Mulches – 4454) and waste diverted to waste to energy facilities.

"Significant work has been undertaken through reforming the regulatory settings for the waste management and resource recovery industry to achieve industry certainty and improved environmental outcomes."

Consultation draft

Waste reform, litter and illegal dumping

What happens if we don't take action?

- Uncertainty and an unfair playing field.
- Continued issues including:
    - static or growing stockpiles
    - potentially reusable 'fill materials' ending up at landfill due to development pressures
    - illegal dumping
    - waste promoted as 'product' and waste levy avoidance
    - issues around ensuring environmental risks not properly tested
    - problematic wastes not managed appropriately.
- Poor amenity and potential for decreasing land and property values.

What is possible through action?

- A framework to provide the right settings to protect the environment, balanced with supporting the economic potential from the waste and resource recovery sector.
- A level playing field.
- Optimal operation of the waste levy, reflecting real costs.
- Continued focus to encourage greater resource recovery, rather than disposal of recoverable resources to landfill.

Priority actions

- Review financial instruments, penalties and on-the-spot fines to reflect real costs and impacts.
- Support the continued implementation of the Environment Protection (Waste to Resources) Policy.
- Continued development and implementation of waste reform initiatives including in relation to mass balance reporting, waste levy collection, assessment of waste derived materials, stockpile management controls, product bans and landfill bans.
- Implement litter reduction strategies and public place recycling.
- Preventing the development of new landfills to service metropolitan Adelaide.
- Apply financial instruments to drive change.
- Provide education, enforcement action and disincentives for dumping.
- Encourage councils to work with the Environment Protection Authority on measures to support illegal dumping prevention and prosecution and enforcement of clean-up costs.
- Ban from landfill materials that could be disposed of through strongly performing markets, having regard to metropolitan and non-metropolitan contexts.
- Identify and maximise opportunities to increase awareness and link environmental values with reduced litter, illegal dumping and associated impacts.
- Continue work through the Australian Government under the National Waste Policy and *Product Stewardship Act 2011* to advocate for better national systems in relation to e-waste, hazardous materials and product stewardship.

Consultation draft

Competitiveness and innovation

South Australia has a vision to be internationally recognised as a leader in green industry development, the circular economy and recycling and resource recovery. Supporting innovation and business are vital to achieving this vision. Green Industries SA's Commercialisation of Innovation Program facilitates investment in globally relevant technologies and innovations.

Developing opportunities for South Australian businesses to export their expertise and develop solutions that are fit-for-purpose in other jurisdictions will contribute to growth in green industries sectors.

Leadership training and certification in the waste management sector will also be a continued focus area. An example is Green Industries SA's Global Leadership Program on the Circular Economy, which was launched at the Eighth Regional 3R Forum in Asia and Pacific, in Indore, India, in April 2018. The program facilitates business-to-business introductions to influential Asia Pacific decision-makers in environmental sectors.

Competitiveness and innovation
What happens if we don't take action?

• Missed opportunities to:
  ○ drive innovation, technologies and research into long-standing waste issues, which could contribute to a circular economy
  ○ drive potential economic benefits for South Australia in commercialising this growth.

What is possible through action?
✓ Build on South Australia's leadership and global reputation in green industry and resource recovery. ✓ Waste and resource recovery sector growth through innovation, investment in technologies, and market support. ✓ Helping businesses find markets for their technologies and services. ✓ Reducing South Australia's dependence on overseas exports of recyclable materials and import of technologies. ✓ Building knowledge and upskilling industry professionals.
Priority actions
➢ Encourage and promote the development of sustainable local, national and international markets for re-manufactured and recycled products. ➢ Help businesses find overseas markets for their waste management knowledge and skills. ➢ Identify support opportunities for business, such as national and state-based initiatives and grants that can assist businesses in relation to waste and resource efficiency. ➢ Help businesses reduce their costs through more efficient use of raw materials, water, energy and reduced trade waste disposal.

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- Promote innovation in business sustainability and encourage industry-to-industry links, collaborative consumption (for example shared access/monetisation of underused assets) and supply chain initiatives for local benefits, including job creation.
- Identify business leaders who can assist with industry education and generate change across sectors and through supply chains.
- Attract and encourage business to develop and grow new, high value-added re-manufacturing enterprises.
- Investigate the potential for web-based platforms and/or mobile applications and processing technology to foster progress in generating a circular economy.
- Reduce South Australia's dependence on overseas exports of recyclable materials through enhanced reprocessing and re-manufacturing into new products for domestic consumption.
- Support the commercialisation of technologies and innovations in the waste management and resource recovery sector.
- Encourage collaborative platforms that bring together researchers, sector case studies and pilot industry projects that support progress towards a circular economy.
- Support the development of soft infrastructure, skills and capabilities to attract infrastructure investment and growth towards a circular economy.
- Support the development of programs for the waste and resource management industry to build knowledge and upskill industry professionals.

"Green Industries SA provides investment support … to facilitate the growth and establishment of globally relevant technologies and innovations."

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Research and development

As we extend our knowledge and focus on transitioning to the circular economy, we begin to extend beyond known approaches to recycling and re-use. Research will underpin and inform how we address the challenges of wasteful consumption, change behaviours, and develop new technologies to address emerging challenges. Research priorities will be evaluated over time.

Research and development

What happens if we don't take action?

- Missed opportunities to develop and introduce evidence-based technologies to change waste management and resource recovery and reuse processes.
  Forced to rely on a poor evidence base to support long-term behaviour change in waste management and the circular economy.
- Inadequate planning for tertiary and training needs to build knowledge and capacity to perform future roles, particularly in the circular economy.
- Missed opportunities to connect elements of waste management and progressing a circular economy to other research disciplines.
- Loss of talent to other jurisdictions.

What is possible through action?

- ✓ Build an evidence base to support positive, long-term behaviour change, innovation and policy responses to support a transition to a circular economy.
- ✓ Establish collaborative research projects to bring together knowledge about elements of waste management, progressing a circular economy and behaviour change from a multitude of academic disciplines, from architecture to childhood development, while considering social, environmental and economic aspects.
- ✓ Build development, training and tertiary qualification opportunities and graduate capacity in circular economy, waste management and resource recovery.
- ✓ Encourage collaboration in research projects across tertiary institutions, nationally and internationally.
- ✓ Encourage local businesses to find solutions and opportunities.

Priority actions

- ➢ Identify changes within a product's lifecycle with major effects on energy, waste and materials use and greenhouse gas production.
- ➢ Attract funding partners, such as the Australian Research Council and industry, for research projects.
- ➢ Foster relationships between industry and government, capitalising on government research and innovation capabilities.
- ➢ Encourage the development of graduate and post-graduate capacity and accredited training.
- ➢ Research sustainable behaviour change and apply findings to waste generation, production and consumption.
- ➢ Support research into durable products or components that encourage re-use and refurbishment.

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- Support research into new economic and business models in the circular economy.
- Encourage industry to analyse the flow of materials and other resources in a product's lifecycle.
- Encourage research into emerging waste streams.
- Encourage application of the research into new innovations.
- Identify, recognise and adopt testing, research and standards developed in other jurisdictions in relation to sustainability, waste issues and the circular economy.
- Commercialise research solutions, technologies and designs that improve sustainable outcomes.

Consultation draft

Energy from waste

'Energy from waste' (or 'waste to energy') is a method of treating waste to recover energy from its components, and can significantly reduce the volume of materials that require landfill disposal. The technology comes in different forms, the most common being mass burn incineration, gasification, anaerobic digestion, biogas, refuse-derived fuel and pyrolysis.

A diverse range of waste streams is being targeted to produce energy. Calorific material that would otherwise be recycled (often over several or more cycles) may be burned or processed for a one-off energy dividend. Recycling and reuse are placed higher on the waste management hierarchy than energy recovery.

The efficiency of energy conversion greatly depends on the composition of the input feedstock and the specific type of energy from waste technology employed. In general, this energy conversion efficiency is lower than for typical facilities generating energy from fossil fuels.

For some 'energy from waste' processes, the business case is focussed on the fee for receiving and processing the waste (known as the 'gate fee') rather than on-selling energy into the grid. These processes can also generate by-products such as fly ash, char, slag and residues that need to be disposed of, in some cases through specialised hazardous waste facilities.
Due to high capital and operating costs, technologies such as thermal combustion plants typically require long-term (20 years or more) contracts that 'lock in' a secure supply of feedstock material. Locking-in feedstock materials over such a long period of time prevents the adoption of new tools or technologies that may emerge during the term of the contract.

The South Australian Environment Protection Authority (EPA) released its *Consultation Draft EPA Position Statement: Thermal Energy from Waste Activities* (EPA, 2019b) in April 2019. This followed consultation in 2017 on a previous paper, *Enhancing resource recovery and discussing the place of energy recovery,* which attracted feedback from industry, local government and peak bodies.

The EPA's draft position statement provides direction about:

- where and by whom 'energy from waste' technologies are used and the policy frameworks that apply
- how such proposals could be adopted in South Australia, including:
    - to safeguard the community and protect the environment by managing potential impacts (such as siting, air quality, noise and odour) from waste management
    - how to achieve maximum resource recovery
    - the role of the waste levy.

A National Waste Working group representing the heads of all state and jurisdictional EPAs (HEPA) also plays a role in supporting the development of 'energy from waste' national principles.

This Waste Strategy advocates for continued work to ensure 'energy from waste' activity and targets align with the waste hierarchy and are framed within a long-term circular economy perspective

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that prioritises the prevention, reuse and recycling of waste materials.

Green Industries SA maintains there are considerable employment and economic benefits associated with resource recovery, if there is source separation of materials and where materials are circulated in the economy through reuse and remanufacturing.

As noted by Circle Economy (2017), technologies and processes such as landfill disposal and energy from waste can provide the foundation for linear consumption patterns, whereas contemporary waste management approaches such as reuse, remanufacturing, refurbishment and material recycling promote higher-value loops and promote a more circular economy. The *Creating Value, the Potential Benefits of a Circular Economy in South Australia* paper recommends more source separation of biogenic materials (organics) from other anthropogenic materials such as metals, paper, and plastics in order to maximise reuse. However, it is acknowledged that there will be a percentage of unrecoverable mixed residuals remaining within a transitioning or even an established circular economy.

The State Government will continue to promote the evidence-based view that 'energy from waste' should support viable options for higher-order beneficial uses while considering the impacts on businesses and supply chains that compete for the same feedstock materials. This Waste Strategy continues to support the efficient recovery of energy from residual waste and niche waste streams through the use of the best available technologies for local conditions. This may include small-scale anaerobic digestion plants and regional bio-gas facilities. The result will be environmental benefits and job and economic opportunities.

Energy from waste

What happens if we don't take action?

- Potential economic losses by industry due to investments in waste treatment assets not aligned with a long-term circular economy perspective.
- Potential for materials to not be used in ways that maximise their value in the waste management hierarchy (for example: avoid, reduce, reuse and recycle).
- South Australia's position on source separation and recirculating materials back into the economy will be challenged.

What is possible through action?

- Certainty and clarity on the regulatory framework within South Australia, supporting better investment decisions.
- South Australia's leadership in specific and broader waste management policies retained.
- Maximising the value of materials according to the waste management hierarchy and circular economy principles.

Priority actions

➢ Consistent with the waste hierarchy, continue to review resource-recovery businesses that source waste materials for energy recovery to ensure optimal outcomes within the circular economy.

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- EPA to revise the regulatory framework to support investment decisions on 'energy from waste' developments and finalise its position statement on thermal energy from waste.
- Make available information on the environmental and health implications of 'energy from waste' technologies to support understanding and evidence-based evaluation.
- Energy sector to outline planning and grid connection requirements and processes for 'energy from waste' development.
- Support and encourage anaerobic digestion and other 'energy from waste' technology demonstration programs at precinct/clusters level, based on feasibility assessments.
- Consider how the waste levy and other financial tools can help develop or encourage 'energy from waste' technology development and adoption.

Consultation draft

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VALUING OUR FOOD WASTE

South Australia's strategy to reduce and divert household and business food waste CONSULTATION DRAFT

Government of South Australia
Green Industries SA

SOUTH AUSTRALIA

Consultation Draft

Acknowledgement of country

We acknowledge and respect the Traditional Custodians whose ancestral lands we live and work upon and we pay our respects to their Elders past and present. We acknowledge and respect their deep spiritual connection and the relationship that Aboriginal and Torres Strait Islanders people have to Country.

We also pay our respects to the cultural authority of Aboriginal and Torres Strait Islander people and their nations in South Australia, as well as those across Australia.

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Foreword from the Minister

Food waste is an environmental and economic challenge globally. But it also represents a great opportunity for utilising the potential as a valuable resource.

An estimated 7.3 million tonnes of food waste is generated each year in Australia, costing the Australian economy $20 billion annually. The volume and value of wasted food in Australia is high: each year, Australian households discard about 2.5 million tonnes of food, which has been valued at $10 billion. There are many opportunities for us to introduce food waste prevention measures and divert more food waste from landfill to make better use of this resource, contributing to a circular economy within South Australia.

The Australian Government's *National Food Waste Strategy* aims to achieve a 50% reduction in food waste by 2030, aligning with the United Nations Sustainable Development Goal 12.3 – *'By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses'*.

We are proud of the action that South Australia has taken to recover and process food waste since the first South Australian Waste Strategy was developed in 2005. Our previous investment in infrastructure and the systems to collect and process organic waste, including food waste, gives us a valuable platform to take another significant step and implement actions to further increase the capture and recovery of this material to feed those in need, for processing to replenish soils, and to create new food. It will be vital that we continue to harness the full value of edible food and to recover any remaining food waste for ongoing input into our local food production.

Preventing food wastage reduces household and business expenditure. Diverting organics from landfill: lowers landfill costs to councils and, in turn households; supports local industry and jobs; and reduces greenhouse gas emissions. The application of composted organics to farmland and horticulture increases the viability of farmland by reducing fertiliser needs, increasing productivity, reducing water and herbicide requirements, improving soil structure and soil micro biota.

Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste integrates policy measures, behavioural change actions and support for industry to address household and business-generated food waste and contribute to national and global targets.

Themes within this Strategy, to be led by Green Industries SA, complement existing policy measures, including developing a circular economy, eliminating single-use plastics, working within the waste management hierarchy, and supporting the South Australian resource recovery industry.

In recent challenging times, food purchasing behaviour altered supply chains both at a local and global level. Taking action to support a reduction in the amount of food wasted and established resource recovery systems improves the resilience of community and industry sectors to maintain continuity in times of disruption.

State and local government, business and the South Australian community all have roles to play in delivering these objectives to reduce food waste sent to landfill, and ultimately improving environmental and economic outcomes for our state.

DAVID SPEIRS MP

Minister for Environment and Water

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Introduction: Reducing food waste and creating economic opportunity

South Australia understands the benefits of shifting to a circular economy – a system in which materials are never discarded, but reused or recycled into new products and reintegrated into the market. *The potential benefits of a Circular Economy in South Australia* report[1] conservatively estimates that by 2030, a circular economy could create an additional 25,700 jobs (mostly through actioning material efficiency gains) and reduce greenhouse gas emissions by 27% compared to a business as usual scenario in South Australia.

Managing the state's resources more effectively will benefit South Australians, the environment and the economy. It will help the state limit the impacts of climate change and achieve the vision, objectives and targets set out in *South Australia's Waste Strategy 2015-20*[2] – including the Strategy's objective of achieving a resource-efficient economy where the best or full value is secured from products and materials produced, consumed and recovered across the state.

Addressing food waste is a big part of a biological circular economy. In a linear economy, on the other hand, large volumes of food and organic resources are wasted, with few opportunities or incentives to prevent waste before it occurs. Food waste is a billion-dollar and growing problem, in Australia and across the world. Analysis by Food and Agriculture Organization (FAO) of the United Nations puts the value of food loss and waste globally at around US$940 billion annually[3]. Boston Consulting Group suggests this will increase to $1.5 trillion by 2030[4].

There are two main effects of food loss and waste.

First, food insecurity and hunger: the extent of food loss and waste that exists while more than 800 million people suffer from hunger around the world indicates that food systems do not function as they should[5]. Food security in a developed country such as Australia has been defined as the "ability of individuals, households and communities to acquire appropriate and nutritious food on a regular and reliable basis, and using socially acceptable means"[6]. The not-for-profit food rescue organisation Foodbank reports that more than 815,000 Australians are provided with food relief each month[7].

The second aspect is the impact of food loss and waste on natural resources and the environment. Food waste contributes significant amounts of greenhouse gas emissions both at the end of its life cycle, when it produces methane in landfill, and as a result of lost embodied resources in the production, manufacturing, processing, packaging, transport and preparation stages. The generation of methane, a greenhouse gas 25 times more potent than carbon dioxide, contributes to the overall emissions resulting from food waste. If global food loss and waste was a country, it would be the third-largest emitter of carbon dioxide equivalent, after the United States and China[8].

The South Australian Government has set a target to reduce emissions by 50% of 2005 levels by 2030, and net zero emissions by 2050. Taking action to address the generation of food waste, highlight risks associated with a changing climate to food sectors and divert this material away from landfill supports the implementation of *Directions for a Climate Smart SA*[9] and the across agency climate change strategy (currently under development).

Across Australia, increases in water consumption for agricultural use occurred in 2015-16 with 68% of South Australia's total water consumption used for agricultural production[10]. The water inputs associated with food production are high: throwing away 100 g of uncooked rice wastes the equivalent of a person's average daily water use[11] and producing 100 g of beef uses four times that amount[12].

Australian Government's *National Food Waste Strategy,* released in November 2017, recognises that addressing food waste represents a significant opportunity to introduce measures to protect our environment, prevent economic losses, and help relieve food insecurity.

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Food purchased by households and businesses and is ultimately unused, uneaten or otherwise discarded has financial costs including the purchase price and disposal costs. In Australia, the value of food wasted by households is estimated at $2,200 to $3,800 for each household a year[13].

In South Australia, food waste makes up approximately 22% of total household waste (40% of residual waste after recyclables are removed)[14] and 26% of commercial and industrial waste streams.

Food waste prevention and the redistribution of surplus food are key targets. However, there will always be a component of unused or discarded food that is not suitable for human or animal consumption. Where unavoidable food waste is generated, diverting it away from landfill to processes such as composting helps recover and return nutrients to the soil, avoiding losses throughout the food value chain.

When food organics are blended with green organic material, the quality and nutrient value of the processed compost are improved. Composts applied to soils increase plant growth and improve aspects of soil quality – including its structure, carbon content and moisture retention – particularly for degraded soils.

Anaerobic digestion operating alongside composting further utilises feedstock materials. Due to its high moisture content, food waste is an ideal ingredient in the anaerobic digestion process (where naturally occurring micro-organisms and bacteria from the organic material generates biogas, which can be used to produce renewable energy). The residual nutrient-rich digestate can be used as a fertiliser or as a compost feedstock.

Consideration of all aspects of the food lifecycle, from production to disposal, is required to reduce consumer food waste. This includes prevention activities, understanding impacts on commercial and contractual arrangements, addressing supply and over-purchasing, and implementing segregated bin systems and collection. It also means ensuring appropriate processing capacity and product quality (e.g., contamination removal) infrastructure is in place to recycle the material into compost and other soil improvement products.

The Government of South Australia is strongly committed to addressing food waste and in doing so contribute to national and global efforts. South Australians have a history of leading the nation in waste management and this strategy to reduce and divert household and business food waste in South Australia demonstrates the state's ongoing national leadership in recycling, resource recovery efforts and working towards a circular economy.

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What is food waste?

Australia's National Food Waste Strategy[15] adopts a broad and inclusive definition of 'food waste' that covers:

- solid or liquid food that is intended for human consumption and is generated across the entire supply and consumption chain
- food that does not reach the consumer, or reaches the consumer but is thrown away. This includes edible food (the parts of food that can be consumed but are disposed of) and inedible food (the parts of food that are not consumed because they are either unable to be consumed or are considered undesirable (such as seeds, bones, coffee grounds, skins, or peels)
- food that is imported into, and disposed of, in Australia
- food that is produced or manufactured for export but does not leave Australia.

In adopting the above definition, 'food waste' excludes food that is produced or manufactured in Australia and is exported and becomes waste in another country.

This definition acknowledges that there are opportunities across the entire fresh and processed food systems to achieve improved environmental, economic and social outcomes.

In addition to capturing and diverting food waste, this document discusses strategies and actions to increase food waste prevention, targeting edible food waste as defined above. Widely classed as 'avoidable', edible food waste is the component of food that was, at some point prior to disposal, edible and therefore can be considered preventable. Since its purchase the food may have passed its use-by date or have deteriorated to a level that it has become inedible.

Slight variations in the definition of 'edible food' exist within households and businesses as a result of what some people choose to eat and others choose not to, such as bread crusts and vegetable peels.

The global response

Internationally, it is estimated that one-third of all food is wasted between production and disposal[16].

In its publication *What a Waste 2.0: A Global Snapshot of Solid Waste Management to 2050*, the World Bank states:

> Food loss and waste represents wastage of resources, including the land, water, labour, and energy used to produce food. It strongly contributes to climate change because greenhouse gases are emitted during food production and distribution activities, and methane is released during the decay of wasted food.[17]

On 25 September 2015 countries around the world, including Australia, adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable-development agenda. The Sustainable Development Goals are the blueprint for achieving a more sustainable future. The goals address global challenges such as those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

> **United Nations Sustainable Development Goal (UN SDG) 12.3:** ***By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.***

Internationally, countries are taking action to reduce food waste and loss.

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The National Food Waste Strategy notes a number of major initiatives internationally to reduce food waste across the supply chain in accordance with UN SDG 12.3, in particular:

- Food and Agriculture Organization (FAO) of the United Nations' *Save Food Initiative*[18]
- The World Resources Institute *Food Loss and Waste Protocol*[19], a global accounting and reporting standard for quantifying food waste
- United Kingdom Waste and Resources Action Programme (WRAP), which delivers consumer campaigns and voluntary industry commitments under their *Courtauld Commitment 2025*
- US ReFED Roadmap to Reduce U.S. Food Waste[20]

Further measures to support a reduction in food waste include:

- German *National Strategy for Food Waste Reduction* adopted in February 2019 to halve the per capita food waste at retail and consumer level, with one of the first measures establishing the 2015 baseline[21]
- The Japanese Government's target to halve household food waste by 2030 compared to a 2000 baseline. Supporting Japan's *Promotion of Utilization of Recyclable Food Waste Act*[22], it encourages businesses to turn their waste into compost or animal feed and to purchasing crops grown by farmers using waste-derived products to create Recycling Loops.
- Norwegian Government and the food industry signed an agreement[23] in June 2017 to halve edible food waste in Norway by 2030. The agreement is voluntary for businesses to enter into, becoming binding for the contracting parties.
- Launch of the UK *Food Waste Reduction Roadmap*[24] in September 2018, an industry wide roadmap and toolkit
- Zero Waste Scotland released the *Food Waste Reduction Action Plan*[25] in April 2019 to reduce Scotland's food waste by 33% by 2025
- London is working towards eliminating food waste sent to landfill by 2026, through prevention measures and introducing minimum recycling services, including food waste[26].

Working within a national framework

To support actions at a national level, funding has been allocated through the *National Food Waste Strategy*[27] to June 2020 for:

- an independent organisation, Food Innovation Australia Limited, to develop an implementation plan and a monitoring and evaluation framework for the Strategy and coordinate priority areas of work. *A Roadmap for reducing Australia's food waste by half by 2030*[28] was released in March 2020 highlighting key next steps and features of the proposed voluntary commitment program.
- establishing a voluntary commitment program that will initially engage businesses and industries to commit to actions that reduce food waste
- determining a National Food Waste Baseline to monitor and track progress. This was released in March 2019, setting the National Food Waste Baseline[29] for Australia at 7.3 million tonnes of food waste generated annually across all sectors.

Australia's *2018 National Waste Policy*[30] also emphasises the need to address food waste, noting that, on average, an Australian household reports throwing out $2,200 to $3,800 worth of food each year. Strategy 12 under Principle 4 of the 2018 National Waste Policy – *Better manage material flows to benefit human health, the environment and the economy* – targets not only the reduction of generation of

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organic waste but also the diversion of material away from landfill into soils and other uses, supported by appropriate infrastructure. The National Waste Policy Action Plan presents targets and actions to implement the 2018 National Waste Policy[31], which includes Target 6: *Halve the amount of organic waste sent to landfill for disposal by 2030*.

The Fight Food Waste Cooperative Research Centre (Fight Food Waste CRC) was launched in July 2018 with a $30 million Australian Government CRC grant to support research addressing food waste generated throughout the supply chain. Based in Adelaide, the Fight Food Waste CRC involves 59 industry, government and research participants from across Australia – including 15 based in South Australia – contributing an additional $34 million cash and $57 million in-kind value. The 10-year research program will examine measures across three program areas to reduce food waste generation, transform unavoidable wastes into innovative high-value products, and engage with industry and consumers to change behaviours. The South Australian Government is participating in the Fight Food Waste CRC through Primary Industries and Regions SA and Green Industries SA.

Continued participation in national activities and programs to address food waste is essential given the extensive industry sectors that operate across state borders. There are a number of key actions that need to be addressed at a national level, possibly through the proposed national voluntary commitment program. These include reviewing specifications for fresh fruit and vegetables to increase the amount of produce that makes it from farm to store, and industry sector actions to support food relief and reduce food waste generated within logistics chains as food is transported across the country.

Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste **centres on specific actions to address food waste generated at the consumer level within business and household sectors – material that is most likely to enter the formal waste management system in South Australia – while supporting wider activities that are being led at a national level by relevant parties.**

The food waste hierarchy

South Australia's Waste Strategy 2015-20 is underpinned by the internationally recognised waste management hierarchy, which is mandated in the *Environment Protection Act 1993*. Its efforts focus on the highest level of the hierarchy, considering social, environmental and economic practicalities.

The food waste hierarchy developed for the National Food Waste Baseline[32] Report (Figure 1) draws on a number of models to reflect the Australian context. This model aligns with a circular economy approach to prevent, capture and use food waste at its highest 'values'.

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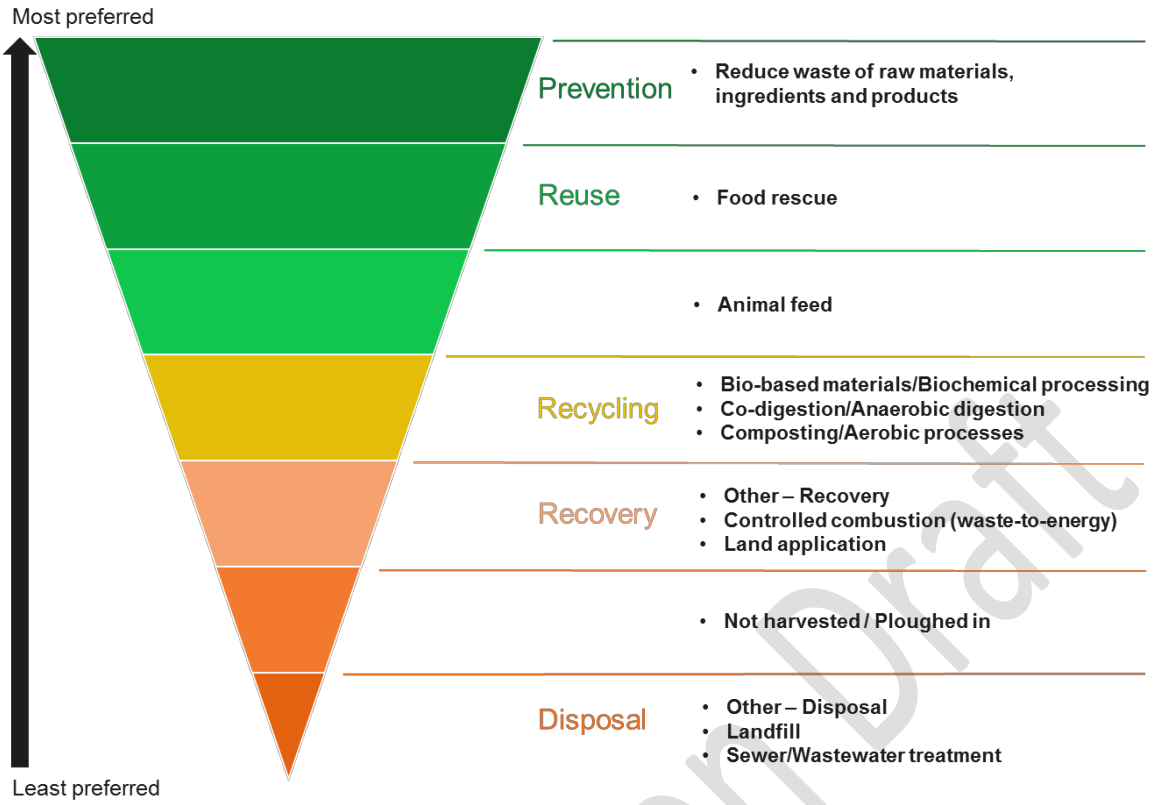


Figure 1 The food waste hierarchy (Arcadis 2019)

The destination of food waste

In South Australia, food waste arising from the residential sector, municipal (council) bin collection services, and commercial and industrial sources, is managed in various ways including:

Food rescue organisations and charities (typically commercial and industrial sources)

Food rescue organisations contribute to reducing the amount of wasted food that is suitable for human consumption. In rescuing food that would otherwise be thrown away, these organisations provide those in need with meals, partly addressing food insecurity[33].

Food relief charities provide services across Australia, with supermarkets partnering with three major organisations to donate a range of excess food items[34]. While recognising that redistribution alone is not a long-term solution to food insecurity, food rescue and redistribution organisations are central to retaining the high-value of quality surplus food to provide to those in need.

Animal feedstock (commercial and industrial sources)

The volume of food waste diverted to animal feed (e.g., piggeries) is unknown and is often an informal arrangement between the primary producer and business with transport costs and quantities negotiated as required. It is critical that food waste sent for animal feed is uncontaminated and any feeding of material to animals must conform to the *Livestock Act 1997*. Material fed to animals generally comes from consistent and less mixed sources such as food manufacturing and business sites. This arrangement is often undertaken outside any formal contract and the business or primary producer may alter the arrangement to suit their needs with short notice and without consequence.

Valorisation and rendering (commercial and industrial sources)

Use of surplus food and by-products, often generated early in the supply chain, as feedstocks into new

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commercial applications and products is a growing sector with a range of materials presenting valorisation opportunities. Transforming waste citrus and grape marc material to produce secondary high value products is underway and a number of research projects are currently looking at opportunities for potatoes and other produce grown in large volumes in the State.

Rendering, the recycling of protein by-products from the food industry is one example of this. Collected off-cuts and by-products from butchers, supermarkets, smallgoods manufacturers, abattoir and boning operators and seafood and poultry processing is sent to large commercial rendering plants where it is processed into tallow, meat meal and manufactured animal feed products for local and export markets.

Commercial composting (municipal and commercial and industrial sources)

The commercial compost sector is an important part of South Australia's resource recovery efforts and of the economy. Composting is a high-value production process that combines various types of organic waste streams as feedstock, including organic waste from kerbside council collected green bins and commercial food waste collections, and recycles these to form products that meet specific requirements for the end user.

Compost and soil enhancement products are applied to agricultural, viticultural and horticultural processes to improve yields, improve plant and soil health, and conserve soil moisture, in addition to being sold to the landscape industry sector and retail garden centres.

Increasingly, the compost sector is also entering the broader agricultural market through the conversion of compost products into forms (such as pellets) that can be spread by conventional machinery to apply fertiliser or seeds to soils.

Benefits of compost application

In South Australia, composted products are sold to a range of markets for use in improving soils, plant growth and the environment. It has long been known that the use of such products can reduce the need for fertilisers, watering and herbicides, improve soil health and structure, reduce erosion and can improve plant growth, but these benefits have been difficult to quantify or calculate.

A 2006 study commissioned by the New South Wales Department of Environment and Conservation[35] provides a comprehensive Life Cycle Inventory (LCI) for commercial composting systems in Australia, and uses rigorous Life Cycle Assessment (LCA) modelling to demonstrate the environmental impacts of commercial composting systems. It was the first time in the world that LCI data was developed for the post-application impacts of composting systems in any significant or comprehensive manner. The study has been extensively reviewed by relevant technical experts in Life Cycle Assessment, and by relevant agricultural and environmental scientists in NSW Agriculture and the CSIRO.

The study assessed the environmental benefit of source separated collection, composting and application of the resulting recycled product to the environment and clearly demonstrated that this approach offers substantial benefits. Much of this benefit is achieved when quality composted products are applied to soils to enhance soil health, fertility and productivity.

The results of this study indicate significant environmental benefits arise from the commercial composting system, including net greenhouse benefits, even where composts are transported significant distances (in this study 600 km) for agricultural application.

A study by the European Compost Network found that '(t)he provision of "recycling" fertilisers from closed loop waste management, like composts, becomes more and more important because the costs for commercial fertilisers were steadily increasing during the

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last years, and will increase further in future caused by increasing energy costs (e.g. for nitrogen production) and shortage of natural resources (primarily phosphate)"[36].

Anaerobic digestion (municipal and commercial and industrial sources)

Anaerobic digestion of food waste involves the conversion of biodegradable organic matter to energy by microbiological organisms in the absence of oxygen. The biogas produced is a mixture of methane and carbon dioxide, and the former can be used as fuel. The treatment of waste through an anaerobic digestion process results in residues called digestate, generally in a semi-solid or liquid form that can be used as bio-fertiliser with solid fractions incorporated into a commercial composting process.

Home and community based activities (household)

Many South Australians manage food scraps within their own backyard through home composting and worm farms or feeding to backyard poultry, utilising the material in the location that it was likely generated, regenerating soils and avoiding additional transport and processing emissions. The prevalence and volumes of material diverted from landfill through home-based approaches is unknown. With increasing densification of housing, the potential for home-based approaches becomes more limited.

Energy recovery at wastewater treatment plant (commercial and industrial sources)

Some streams of food waste are sent to a wastewater treatment plant either through authorised trade waste discharge to the sewer network or trucked from commercial sites to wastewater treatment plants. There are limits on trade waste discharges through the sewer network, because large volumes of organic loads increase the potential for blockages, degradation of the network and wastewater treatment processing costs.

Biogas is recovered to reduce the amount of energy needed to operate the site. As well as the recovery of biogas, bio-solids from wastewater processing may be recovered. Following treatment, the bio-solids have a limited range of applications and so restrict the opportunities to maintain the circularity of valuable nutrients within higher-value uses.

Disposed to landfill (municipal and commercial and industrial sources)

As food waste breaks down in landfill it emits methane, which has a greenhouse gas impact more than 25 times greater than carbon dioxide. Landfills with gas extraction systems recover up to 70% of methane generated. However, this is often flared – i.e., burned and converted to carbon dioxide that is released to the atmosphere. Under the Australian Government's *National Greenhouse Accounts Factors,* the conversion factor for food waste is 1.9 tonnes carbon dioxide equivalent for every tonne of food waste disposed to landfill[37].

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A Food Waste Strategy for South Australia

Context

Since the release of its first state-wide waste strategy in 2005, South Australia has been proactive in its attempts to prevent, reduce and recycle food waste. Its initiatives have included financial incentives, an environment protection legislative framework, education and awareness efforts.

Measures in South Australia to support food waste prevention and diversion from landfill include:

- the application of the solid waste levy for all waste (including food waste) disposed to landfill – a financial disincentive to dispose to landfill
- dedicated facilities, infrastructure and businesses that process food waste into compost and other soil improvement products
- the roll out of the three-bin kerbside system to all metropolitan councils, with many councils promoting food waste diversion through household organics bins
- Green Industries SA's kerbside food waste diversion incentives to councils; i.e., grant payments to implement infrastructure and education activities
- support for research and development activities to increase markets for output products
- the three-year Australian Research Council Linkage Project *Zeroing in on Food Waste: Measuring, understanding and reducing food waste*, which focused on understanding social and behavioural aspects of food waste
- provision of customised resources to all South Australian councils to help householders plan meals and food purchases
- segregated commercial food waste collection services available across metropolitan Adelaide
- support for food recovery organisations to divert fresh and non-perishable surplus food to people in need
- the *Which Bin?* state-wide recycling education program.

South Australia's Waste Strategy 2015-20 has diversion targets of 70% for metropolitan municipal solid waste and 80% from the commercial and industrial sector. To achieve these targets, more measures are needed to reduce food waste generation and increase uptake of diversion systems in households and commercial settings. As such, addressing food waste continues to be a key pillar in *South Australia's Waste Strategy 2020-2025* (currently out for consultation) and Green Industries SA's Strategic Plan.

Diverting food waste also contributes to South Australia's transition to a circular economy. A 'circular economy' is one that aims to keep materials at their highest utility and value while in use before recovery and reuse, reducing the depletion of natural resources and impacts on the environment. The circular economy model distinguishes between technical and biological cycles. In the biological cycle of the circular economy model, organic waste is prevented, where possible, with materials used as much as possible before processing for the regeneration of natural systems.

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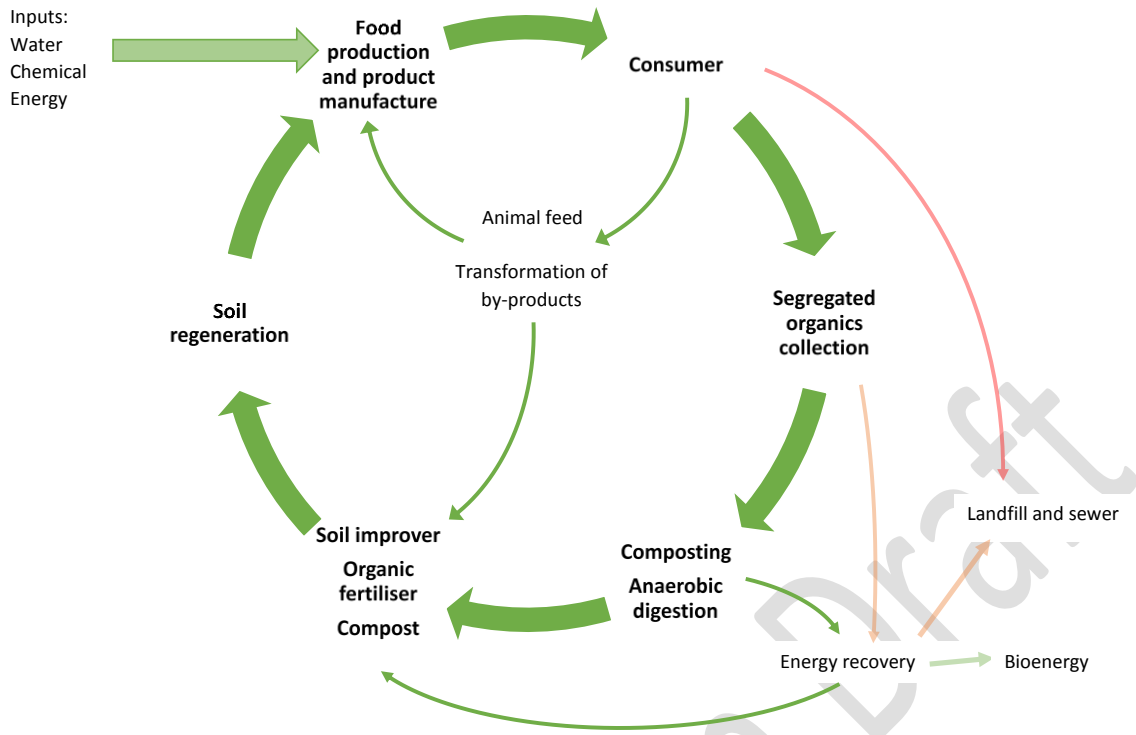


Figure 2 Flow of materials within a biological circular economy

When it is impossible to avoid food waste, it is imperative to divert the waste from landfill. To use the waste materials, effective segregated collection systems must be in place to minimise contamination and enable the material to be used at its highest level. The Ellen MacArthur Foundation highlights the role that collection systems have in both the technical and biological cycles of the circular economy, noting in the *Cities and Circular Economy for Food* document that 'a fundamental prerequisite for nutrient looping is effective collection systems'[38].

Compostable bags and food service products play important roles in increasing the capture and diversion of food waste. Combined with effective collection systems, compostable bags to contain food waste generated by households and businesses have been demonstrated to increase diversion[39]. Use of compostable food service ware and utensils supports the diversion of any remaining food waste, and the service ware and utensils themselves, especially where food is consumed at events or away from home.

South Australia does not have any specific regulations, industry standards, or policy instruments in place aimed at preventing the generation of food waste.

Regulatory instruments that target a reduction in disposal to landfill include application of a solid waste levy (landfill levy) to all waste disposed to landfill which, when combined with operating and other costs imposed by landfill operators, comprises the landfill 'gate fee'. On 1 January 2020 the solid waste levy for metropolitan generated waste sent to landfill increased to $140 a tonne, with the solid waste levy for regional areas set at $70 a tonne. The *Environment Protection (Waste to Resources) Policy 2010* prohibits vegetative matter aggregated for resource recovery and collected by a council by a kerbside waste collection being disposed at landfill. Food waste segregated by householders and placed in the garden organics bin is in effect included in this.

Food waste is heavy due to moisture content, so disposal to landfill can be costly. While the landfill levy alone is insufficient to deter disposal of food waste from landfill, primarily because waste is not charged to households or most businesses on a weight basis, it does provide a strong market signal. It is also

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expected to encourage the establishment of price competitive and responsible diversion systems and infrastructure, consistent with the waste hierarchy.

Pilot projects, data evaluation, policy development and legislative measures will be required that together stimulate action to reduce the environmental impacts of food waste diverted to landfill.

Central to this strategy are the objectives to:

- reduce the generation of food waste
- capture and distribute edible surplus food to feed people, so preventing waste at the highest level
- improve food waste collection and processing systems for beneficial resource use
- apply the waste management hierarchy consistently with the principles of ecologically sustainable development
- work towards a biological circular economy
- realise economic benefits and
- reduce greenhouse gas emissions.

By diverting inedible food waste from landfill, disposal costs for businesses, local government (and therefore residents) can be minimised. However, these costs represent only a small portion of the savings that can be made in preventing food waste occurring in the first instance.

Reducing consumer food waste generation and increasing recovery of the material for higher-value uses will return economic benefits for businesses, residents and industry.

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Frameworks and principles of the strategy

International frameworks

United Nations Sustainable Development Goals



European Commission Circular Economy Framework- circular bio-economy



United Nations Framework Convention on Climate Change



National frameworks

Australian Government

National Waste Policy and Action Plan

National Food Waste Strategy and National Food Waste Baseline

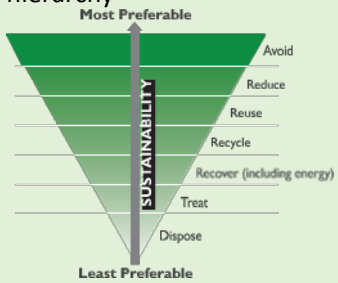
APCO National Packaging Targets

State frameworks

Green Industries SA

Green Industries SA Act 2004
Guiding principles:

- The circular economy
- Waste management hierarchy



- Ecologically sustainable development

South Australia's Waste Strategy 2020-2025 (under consultation)

Turning the Tide on Single-use Plastics Products

- Discussion paper
- Approach and next steps

Environment Protection Authority

Environment Protection Act 1993
Objects of the Act:

- Ecologically sustainable development
- The management of waste
- Promoting resource recovery

Environment Protection (Waste to Resources) Policy 2010
Key features:

- Sustainable waste management objective
- Resource recovery processing requirements for most metropolitan Adelaide waste
- Landfill bans

Plastic Shopping Bags (Waste Avoidance) Act 2008

Single-use and Other Plastic Products (Waste Avoidance) Bill 2019

Food waste arising from the residential sector

When food is brought into a household setting, it has almost reached the maximum level of its resource and economic inputs.

Whatever the source – whether the food is fresh produce or has been delivered as a prepared meal via an app – resources have been invested in a food's production, harvest, packaging, transport, storage and preparation. Even produce grown at home or locally has water, nutrient and time inputs.

Preventing food waste at the consumer level is critical. However, there will typically be some component of inedible food waste associated with food preparation and consumption. Often referred to as 'unavoidable' waste, this segment is highly variable but estimated to be between 30 and 50%[40] of household food waste, a considerable amount with much of it going to landfill. Diverting this material at its highest value within the food waste hierarchy helps retain its embodied carbon and nutrients, minimising losses through the food value chain.

The environmental benefits of a three-bin system to divert household waste away from landfill are well established. The 19 local government councils servicing metropolitan Adelaide residents have offered three-bin systems for a number of years. Since 2005, funding has been available to local government to assist with the implementation of improved kerbside collection systems for residents.

In low-density residential areas the three-bin system typically consists of mobile bins comprising a 140-litre residual waste bin, a 240-litre comingled recyclables bin and a 240-litre organics bin. Bin configurations for high-density or multi-unit dwellings may vary from standard offerings.

There is inconsistency between councils in how the three-bin system is provided. All metropolitan Adelaide councils provide a residual waste bin collected weekly and a recycling bin collected fortnightly, but the organics service and support to divert food waste is variable. Some metropolitan councils collect organics fortnightly and some four-weekly, and in some councils organics bins are optional and must be purchased by residents. Fortunately, this situation is changing.

The message to residents about what goes into each bin also changes between councils. Consistency in messaging and options to make the systems straightforward for residents are critical to increasing uptake and use.

The average kerbside bin-based landfill diversion rate across metropolitan Adelaide councils was 50% in 2016-17[41]. Top performing councils – some achieving nearly 60% diversion – were those that provided all households with a weekly residual waste collection, fortnightly recyclables collection, fortnightly organics collection and food waste caddies. A full roll-out of food waste diversion systems across metropolitan Adelaide is expected to lift the recovery rate significantly.

Food waste makes up 40% of household residual waste (waste left over after recyclables are removed) and up to 22% of total household kerbside collected material[42]. At around 3.3 kg per household of food waste presented for kerbside collection each week, it is one of the largest components of collected household refuse in metropolitan Adelaide, impacting on councils' landfill costs.

Since 2005, the State Government has provided more than $7 million towards establishing consistent best-practice household kerbside systems. Since 2010, funding to local government has been directed towards the roll-out of high-performing food waste diversion systems – typically comprising a kitchen caddy, compostable bag liners and educational material – to encourage the placement of food in the kerbside organics stream as further detailed in the section *Harmonising council food waste collection systems.*

In 2020, kerbside organics collection within the metropolitan Adelaide area are expected to have increased consistency, with fortnightly kerbside organics collections to be rolled out across metropolitan Adelaide.

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While nearly all metropolitan Adelaide councils allow food waste to be placed in residents' kerbside organics bins, in the absence of fit-for-purpose infrastructure in the form of a kitchen-based food waste caddy, and sustained education and awareness efforts, the efficacy of this approach is questioned.

Increasing the uptake of food waste diversions systems in 'opt-in' council areas – where residents need to contact the council to collect or purchase a kitchen caddy – is a key step in increasing the performance of kerbside collection systems, narrowing the gap between council diversion rates and making progress towards state waste targets.

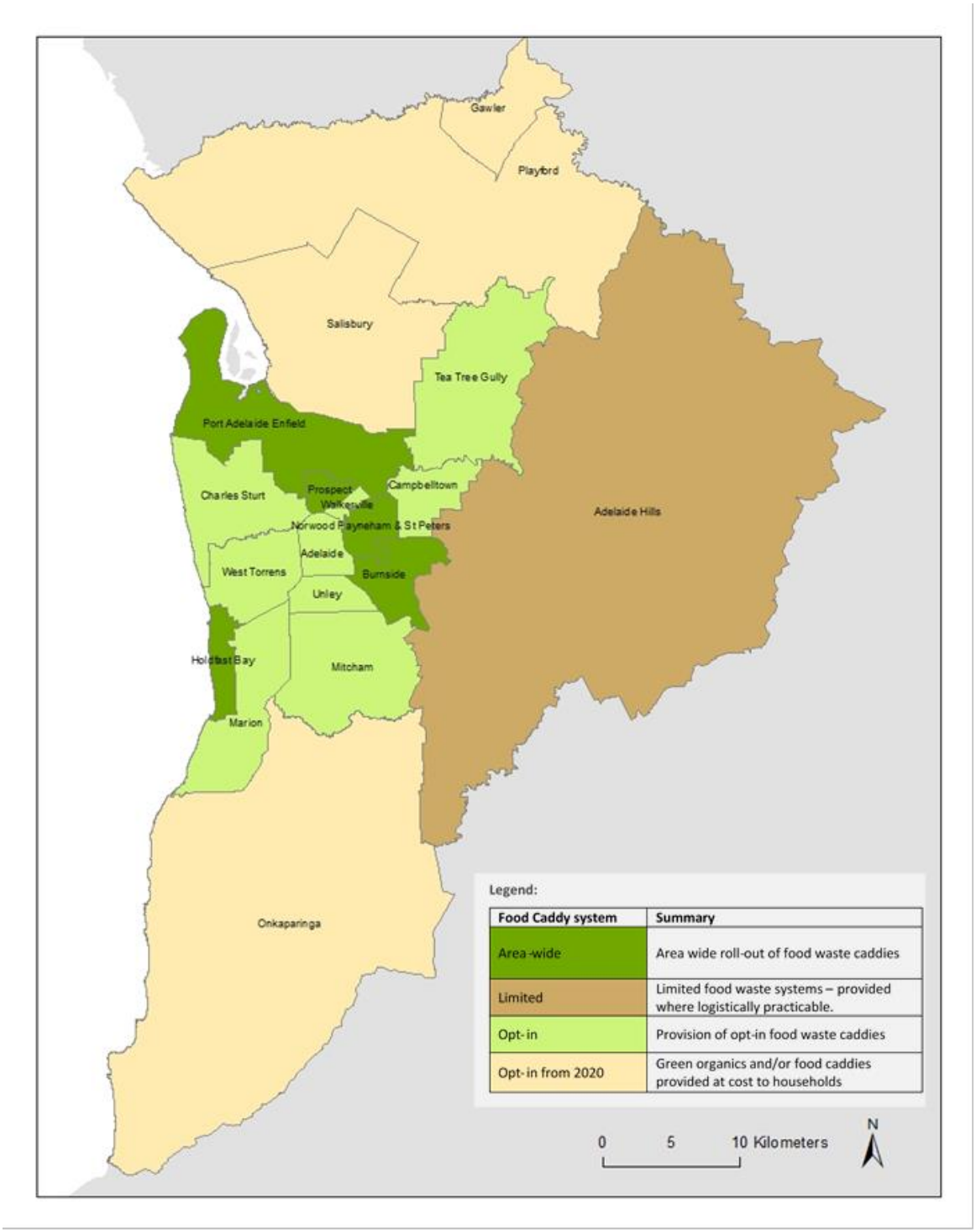


Figure 2. Metropolitan Adelaide Council Food Collection System, 2019-20

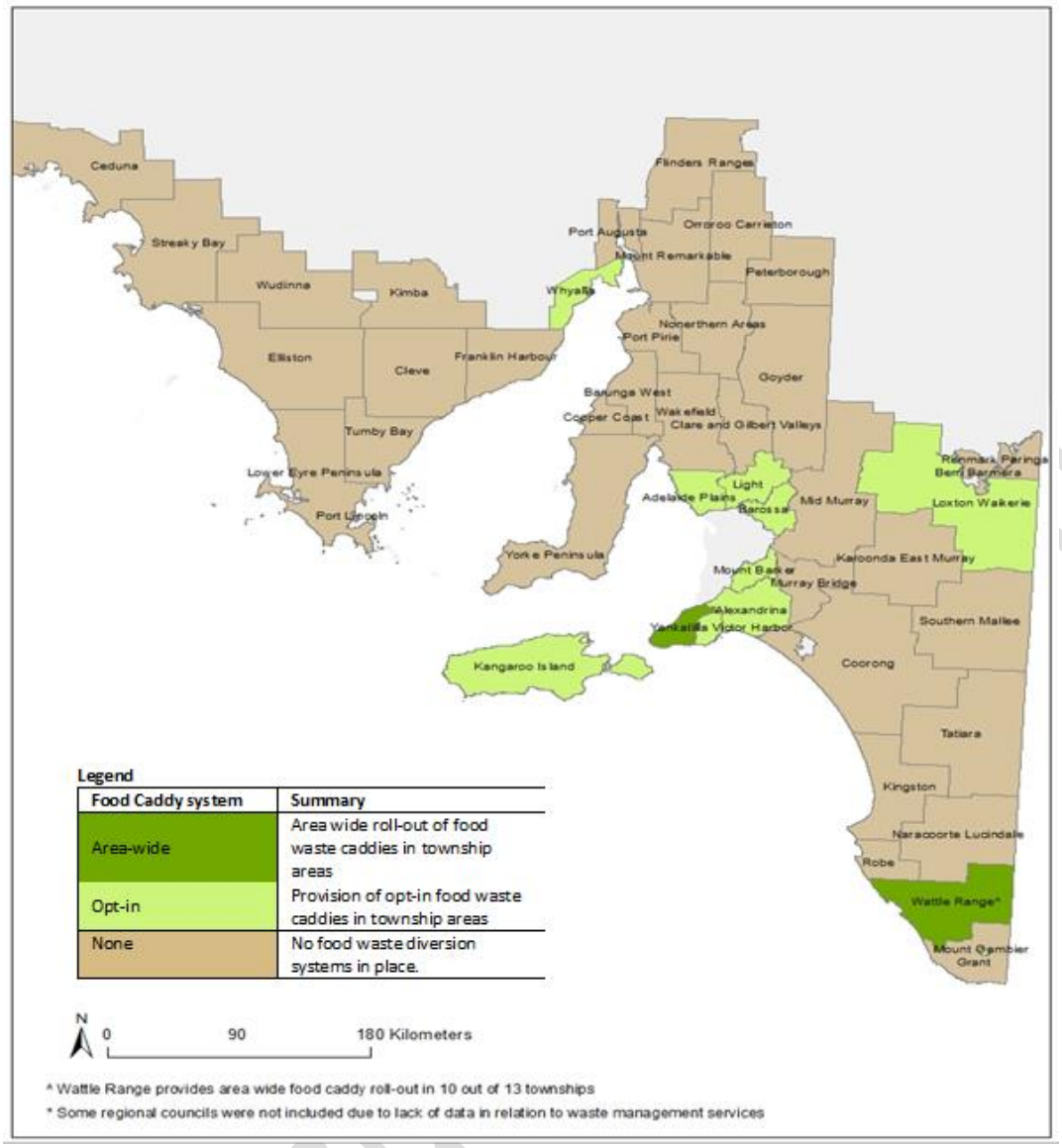


Figure 3. Regional South Australia Council Food Collection Systems, 2019-20

In addition to diverting food waste through council organics collections, home-based approaches such as composting, worm farms and feeding to backyard poultry contribute to the diversion of food waste from landfill, reducing the costs of collection and processing to councils and, in turn, ratepayers.

Avoiding household food wastage is a long-term goal and can be achieved by better supply chain management, purchasing decisions, improved knowledge of food preparation and storage of foodstuffs, adopting root-to-stem cooking and meal planning. Investment in education and awareness will be needed to effect lasting behavioural change by individuals and communities.

Further investment in behavioural research will reduce food waste generation and educate households and businesses about food waste-prevention actions. Tailoring food waste prevention and diversion communications for broader societal settings and will be considered to deliver peer learning opportunities through community groups or at local government level.

Actions for change

Harmonising council food waste collection systems

In 2009-10, more than 17,000 households in 10 South Australian councils (metropolitan and regional) participated in a pilot program to divert food organics from the kerbside residual waste bin to the green organics bin, for collection for commercial composting. At the time, it was the largest pilot of its type in Australia.

The program was designed to identify which factors contribute most to the diversion of household food waste from landfill. It included a cross-section of South Australian home locations and household types and tested:

- the collection of food waste as part of a fortnightly garden organics service
- responses to organic waste collection frequency
- the behaviour and volumes of food waste diverted from landfill if households had a ventilated kitchen caddy lined with compostable bags compared with an unlined, enclosed kitchen caddy.

The pilot incorporated a comprehensive community education campaign that included an information brochure, container and street bin-lid stickers, a collection calendar and written materials for local websites, newsletters and media releases.

The results were evaluated using market research, quantitative kerbside audits and odour monitoring. They demonstrated that the program was successful, with a high level of community acceptance and improved diversion rates.

The pilot provided the evidence that enabled the development of State Government incentive schemes to encourage the uptake of food waste systems by local government; in 2019-20 the incentive operates as the Green Industries SA *Kerbside Performance Plus Food Waste Incentives* program.

In 2019, five councils have rolled out area-wide food waste collection systems and another 15 across the state have received financial support to implement a type of opt-in food waste collection system.

Despite the incentives, increasing landfill costs and documented greenhouse gas benefits, it is estimated that only one in five households in metropolitan Adelaide has a kitchen caddy. This figure is based on data provided to Green Industries SA from the five councils that have implemented area-wide roll outs of kitchen caddies (Figures 2 and 3) totalling 101,000 households and data reported by other councils with opt-in food waste collection systems on the number of households that have requested kitchen caddies through their council.

Cost savings for local government

At 1 January 2020, the Solid Waste Levy is set at $140 for each tonne of waste sent to landfill ($70 for non-metropolitan Adelaide).

In 2017-18, 537,286 households in metropolitan Adelaide sent 254,742 tonnes of material to landfill[43]. It is conservatively estimated that 35% of this material is food waste.

If only half of this material was diverted to composting operations through green organics bins the average percentage recovery rate from metropolitan kerbside collections (currently 54%) would rise by approximately nine percentage points and collective landfill gate fee savings for metropolitan Adelaide councils would be in the order of $6.68 million.

Many metropolitan Adelaide councils allow food waste in the green organics bin, although there are differences in approach that contribute to highly variable participation and performance.

A full rollout of food waste diversion systems across metropolitan Adelaide is expected to lift the recovery rate significantly and reduce the amount of materials presented in the kerbside general waste bin. Councils with opt-in organics collections have recovery rates up to 10 percentage points lower than

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those areas where area-wide roll out of kitchen caddies have been implemented. The positive impact on household waste diversion rates from area-wide roll out of food waste diversion systems has been demonstrated in other locations including Italy (see Case Study A), Germany and San Francisco.

Economic analysis[44] undertaken in 2018 assessed a range of key potential food waste recycling initiatives in South Australia and the associated economic and greenhouse gas impacts of their implementation. The economic impact of the expansion of the kerbside food waste recycling program was estimated to be $2.0 million in Gross State Product (GSP) in 2017-18, increasing to $2.9 million in 2020-21 before remaining steady at $1.6 million from 2021-22 to 2026-27. Total employment (direct and indirect) was estimated at between 10 and 20 FTEs a year during 2017-18 to 2026-27. It would reduce greenhouse gas emissions by 23.6 kilotonnes carbon dioxide equivalent by 2026-27.

If this were to include the provision of compostable produce bags, the result would be $3.7 million in GSP in 2017-18, increasing to $7.2 million in 2020-21. Total employment would increase to 26 FTE jobs, peaking at an additional 50 jobs in 2020-21, and greenhouse gas emissions would decrease by 32.7 kilotonnes carbon dioxide equivalent by 2026-27.

In addition to diverting food waste, a kerbside green organics bin combined with a kitchen caddy or similar supports the diversion of non-food organic materials such as paper towels, tissues, serviettes and cut flowers.

Rollout of fortnightly collected kerbside organics bins to all households in metropolitan Adelaide council areas is expected to be realised by 2020. However, the implementation of food waste diversion systems in regional areas depends largely on the processing infrastructure available in the specific region. Green Industries SA continues to provide funding to increase regional processing capacity and the acceptance of food waste streams from regional kerbside organics bins.

Support for councils to investigate how they might increase their frequency of kerbside organic collections will be explored, particularly as the composition of the waste in household general waste bins alters. Removing food waste and other organic material from the general waste bin largely reduces the odour as well as the volume of this waste stream, transferring both to the organics stream.

Since July 2016, Alexandrina Council has provided fortnightly collections for all kerbside bins to reduce the amount of waste that goes to landfill and increase the rate of recycling. After an initial waste audit revealed that 69% of material in the general waste bin was recyclable or compostable, the Fleurieu Regional Waste Authority in 2012 to 2014 undertook several region-wide bin audits, increased public consultation and introduced a pilot program to reduce the waste sent to landfill. Its model included reducing general waste collection from weekly to fortnightly, offering residents more recycling and organic bin capacity, and households with exceptional circumstances could apply for an additional general waste bin. In one year, this service model increased landfill diversion by 20%. In July 2019, the model was introduced to the adjacent City of Victor Harbor.

Various councils outside of capital cities around Australia, including Bass Coast Council in Victoria and NSW's Byron Shire Council and Lake Macquarie, have successfully implemented kerbside collection models that incorporate a fortnightly general waste and weekly organics collection service.

Case Study A – Area-wide household food waste diversion systems

Italy is home to more than 62 million people and food and wine plays an important part in its culture. However, food waste costs Italy's business and households more than €12bn (A$18.5 billion) a year.

In 2016, the Italian government passed legislation to encourage the redirection of food to people or organisations in need, to prevent food from becoming 'waste' and enabling cities and towns of varying sizes to achieve high food waste diversion rates, sometimes very quickly.

In Italy now, a balanced system of incentives and financial instruments exists for both municipalities and individual households to divert food waste from landfill. Households are offered choice in regard to collection frequencies and services, and a segregated organics system (including new bins, kitchen

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caddies and free supplies of compostable liners) is provided. In addition, plastic bags for fruits, vegetable and bakery items have been banned nationwide and a mandatory small fee introduced for compostable alternatives.

Over four years, the northern city of Parma has increased food waste diversion to about 90% and achieves a low contamination rate (3-4%). The new organic waste collection system also brings economic benefits in terms of jobs and cost reductions for municipal waste collection services.

Other cities, such as Treviso and Milan, have seen the benefits of an effective food waste collection system. In Treviso, the average household pays a reduced annual collection fee and experiences smaller increases in collection fees than the national average. In Milan, data indicates that separate food waste collection has had a positive influence on other segregated recycling streams[45].

Moreover, the ban on non-compostable bags has shown significant environmental and social effects. At the same time, it supports the agriculture and bio-based sector.

Proposed actions

1. *Continued financial support for the roll out of universal, area-wide 'high-performing food waste collection systems' incorporating a kitchen caddy and compostable bags for diversion through kerbside green organics bins.*
2. *Research into the use of kitchen caddy systems in council areas where area-wide food waste systems have been implemented, to evaluate behaviour and influence the design of financial support programs to enhance or maintain systems.*
3. *Work with councils to pilot more frequent collection of household organics bins.*
4. *As part of a legislative review processes, consider legislative proposals to harmonise council collection systems and introduce a minimum service across all metropolitan Adelaide councils: fortnightly collection of comingled recyclables and fortnightly collection of organics, including food waste.*

Outcomes

Increased diversion of food waste from landfill to more beneficial uses.

Consistent messaging and systems in place to achieve diversion from household bin-based systems consistent with South Australia's Waste Strategy[1].

Opportunities for collaborative council procurement (e.g. bin infrastructure) leading to potential savings.

Partners

- Residents
- Waste and recycling industry
- State and local government
- Regulators

Links to other actions or strategies

Action 5 - Bin and collection systems for high-density dwellings

Action 8 – Provision of compostable bags

[1] South Australia's Waste Strategy 2020-2025 is currently under consultation and as a minimum will retain the 60% diversion from landfill target in *South Australia's Waste Strategy 2015-2020*.

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High-density collections

In high-density housing such as multi-unit high-rise apartments, the profile of occupants and size of dwellings often mean standard residential three-bin offerings are not well suited to either the volumes of waste generated or allocated space in the development.

It is imperative to ensure that the design of new buildings and developments allows for adequate space for a minimum of three segregated waste streams. Infrastructure such as large collection bins (often located in unit basements), waste chutes and vacuum collection systems for recycling and organics streams are suitable for consideration to manage waste from high-density developments. Development approvals should also ensure systems are designed so residents can safely and conveniently move segregated waste and recycling to these collection bins, and bin collection vehicles can access and empty them easily, including overhead clearance.

Where allowances have not previously been made for organics bins in existing housing due to small or lack of gardens, there should be assessment on a case-by-case basis to determine workable alternatives. Options include larger, communal mobile bins (660-1100 litre) that may require collection arrangements outside standard contracts.

Housing density is increasing in many areas of metropolitan Adelaide. Designing for three-bin collection (or equivalent high-performing diversion systems) for all residential sites is critical to enable food waste diversion, particularly as these sites typically have less options for diversion of food waste through home-based approaches.

With a large proportion of high-density housing, the City of Adelaide has been working with individual sites to establish food and organic recycling services in more than 50 residential and mixed-use development sites. Some worked with the City of Adelaide to develop solutions during their design and development approval stages, but a number have existing sites where the standard three-bin service offerings are not suited. Extensive development of Bowden sites, located within the City of Charles Sturt, has also required working with developers to ensure appropriate alternative (and often privately contracted) bin collection systems and arrangements for residents to easily access and use.

In 2014, Zero Waste SA, Renewal SA and Property Council Australia released the *Better Practice Guide for Waste Management in Residential & Mixed Use Developments*[46]. The guide is available for developers, architects, planning authorities, waste consultants and strata and community corporations as a basis for providing waste and recycling services in higher-density urban living. Formal adoption of the guide and its key elements continues to be promoted to introduce into the planning system guidelines that will ensure residents within higher-density sites can easily recycle and divert food and organic waste for collection and processing.

Proposed actions	
5.	*Pilot and evaluate models of alternative bin and collection systems for high-density dwellings where little or no garden waste is generated.*
6.	*Update the* Better Practice Guide for Waste Management in Residential & Mixed Use Developments *in consultation with state government agencies and local governments who reference the guidelines in considering and providing feedback on development applications in relation to waste management.*
7.	*Development approvals for new or significant high-density developments to require allocation of sufficient area to store and access at least three-bin segregated waste and recycling services and/or vacuum technologies for segregated streams.*
Outcome	

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By 2022, all residential properties in the metropolitan Adelaide have access to an organics collection system.
Partners • Residents and businesses • Property developers and management • Regulators • Waste and recycling industry • State and local government
Links to other actions or strategies Action 1 - Financial support for roll out of food waste collection systems Action 2 - Research into the use of kitchen caddy systems Action 8 – Provision of compostable bags South Australia's Waste Strategy Department of Planning Transport and Infrastructure draft State Planning Policies and codes

Compostable bag supply

Efforts by State Government to encourage the diversion of food waste from households to more beneficial uses such as composting have been in place since 2010. The approach, informed by an extensive pilot (refer *Harmonising council food waste collection systems*), has been largely based on the use of kitchen caddies and compostable liners, along with education and awareness campaigns. Importantly, the compostable liner meets Australian Standard AS4736-2006.

Provision of compostable bags to households to line ventilated kitchen caddies has been demonstrated to significantly increase the uptake and ongoing use of these systems[47]. Although food waste may be placed directly into the green organics bin, and enclosed kitchen caddies are available, this can present as a barrier for some households.

Residents and commercial employees are accustomed to placing waste in lined caddies or bins that are taken to the bigger collection bin when full. When rolling out a food waste diversion system, householder acceptance increases when a kitchen caddy with a compostable liner option is offered. Compostable bags contain the food waste while allowing ventilation, reducing the potential for odours when subsequently placed in an outside organics collection bin.

Since July 2010, the State Government has provided funding for the provision of compostable bags to households through local government channels, either for free or at a discounted price. In addition, many supermarket, home supply and hardware stores now also stock compostable bags for purchase.

However, compostable bags come at a cost, whether that is currently borne by the householder, local or State Government. A July 2018 study commissioned by Green Industries SA indicates that the compostable bags cost $0.054 each whereas the traditional plastic bags provided by supermarkets cost $0.01 each[48]. Although the cost of compostable bags has decreased significantly in the last few years as demand for the product increases and new manufacturers enter the market (including one in Adelaide), they remain more expensive than traditional thin plastic barrier bags.

In 2018, the State Government funded the City of Holdfast Bay to conduct a 12-month trial of providing compostable bags for loose fruit and vegetables in two supermarkets. Compostable bags replaced plastic

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barrier bag rolls and customers were asked to reuse the bags to collect food scraps for placement in council-collected green organics bins.

The trial resulted in 117% more food being diverted from landfill to green organics bins – the equivalent of 0.48kg[49] more food waste for each household each week. Expanding this figure across the council area to divert an estimated 308 tonnes more food waste from landfill would save tens of thousands of dollars in annual landfill levies alone.

Support for expanding the availability of compostable bags, in conjunction with area-wide roll outs of kitchen caddies, will be developed with consideration given to the consultation and stakeholder taskforce outcomes from the *Turning the Tide on Single-Use Plastics: Discussion Paper* and *Next Steps*.

Proposed actions
8. *Improve householders' access to a supply of compostable bags through council and other avenues.*
9. *Support the expansion of the compostable produce bag trial to other retail outlets, particularly where area-wide food waste collection systems have been implemented.*
10. *Consider including non-compostable produce bags in the list of single-use plastics items to be phased-out in* Turning the Tide on Single-Use Plastics: Next Steps.
Outcome Households have access to a supply of compostable bags (Australian Standard 4736-2006) from supermarkets and retail outlets, which also prompts householders to divert food waste in their home.
Partners • Residents • Retail sector • Regulators • State and local government
Links to other actions or strategies Action 1 - Financial support for roll out of food waste collection systems South Australia's Waste Strategy Turning the Tide on Single-Use Plastics: Discussion Paper and Next Steps, 2019. *Plastic Shopping Bag (Waste Avoidance) Act 2008*

Home-based approaches

Home-based approaches to diverting food waste include composting, worm farms, bokashi buckets, and feeding backyard poultry. These practices contribute to diversion from landfill and complement the broader uptake of kerbside collection systems.

Estimates place the percentage of households that undertake composting or other measures to manage at least a portion of their food waste at home at between 30 and 40%. There is more limited data available on the volume of food waste directed to these approaches. In practice, less waste should be presented at kerbside for collection.

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Recycling food waste at home or locally, to be used for household or community applications, is one of its highest value uses. The transport of the organic waste is eliminated, and the nutrient-rich soil outputs are reintegrated into soils, often nurturing home grown fruits and vegetables contributing to a circular food cycle within the home and backyard.

Home-grown produce is inherently local, seasonal and able to be consumed at its freshest without any packaging, transport or processing. Sharing any surplus produce or participating in a local food swap program within the local community avoids wastage while generating social interaction and knowledge sharing.

Home-based composting does not reach the same high temperatures that are achieved at commercial composting operations so there are some materials better suited to commercial processing after collection in the kerbside green organics bin. For example, many of the compostable food service items are only certified for commercial composting (AS 4739-2006) although there is also an Australian Standard for products suited to home composting (AS 5810-2010).

Bones, shellfish waste and meat products are often not included by householders in their home systems due to not breaking down at lower temperatures or concerns about attracting vermin. Worm farms can manage food waste in small spaces, producing high potency liquid and solid fertiliser for gardens and lawns. However, worms will only accept certain items. Kerbside organic bins complement these systems as receptacles for any food waste that households would rather not incorporate into home systems or that is not suitable for backyard poultry or the like.

Written and online information on home based systems can help and encourage residents who have space at home or in a nearby community garden and wish to manage their food waste locally and benefit from the outputs.

Proposed actions
11. *Encourage home-based approaches for diverting food waste, including home composting, worm farms and backyard poultry.*
12. *Provide guidance and education to encourage home and community (including schools) food growing, using compost to improve plant vigour and yield while returning nutrients to the soil.*
13. *Promote sharing of produce within local communities.*
Outcome More residents manage their food waste onsite, using outputs to grow food for themselves and their neighbours.
Partners • Residents • Schools and community organisations • State and local government
Links to other actions or strategies South Australia's Waste Strategy

Education and awareness

Most people do not buy food with the intention of wasting it. Food purchasing decisions, preparation and storage behaviour, and the value placed on food, are highly individual. Changing household

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circumstances or emergency situations, such as natural disasters or pandemics, also significantly impact on food purchasing and management, both short and long term. Further, how food waste is defined and the perception of any health risks associated with food can be different between households, individuals and settings.

Communication, education and awareness will be important in making people aware of the value of food while shopping and preparing food, and in building a culture of food waste avoidance and diversion behaviour.

In April 2018, the Commonwealth, state and territory environment ministers agreed to align their community education efforts to cut food waste and to encourage residual food waste to be composted. Additional investment in household behavioural research and actions to encourage changes in household food management practices will be explored through the Fight Food Waste CRC. Partnering with participants from across industry, government and the not-for-profit sector, Green Industries SA is participating in the Fight Food Waste CRC project 'Designing effective interventions to reduce household food waste' to identify consumers' attitudes and behaviours relating to food waste to help target education and awareness activities. Further opportunities to partner with stakeholders on research projects to examine South Australian food waste disposal behaviour and priority actions will be considered. Alongside research undertaken through the *Zeroing in on food waste: Measuring, understanding and reducing food waste* Australian Research Council project, this work will help inform community education efforts to cut food waste and to encourage remaining food waste to be composted.

In May 2019 the state-wide *Which Bin?* community recycling education campaign was launched. The campaign aims to educate householders to maximise diversion and minimise contamination in yellow comingled and green organics bins. This campaign, complemented by kitchen caddies, compostable bags and council communication campaigns, supports the diversion of food waste and increases awareness about how best to manage inedible food waste or food that is now not suitable for consumption.

The act of separating food waste for diversion through the household green organics bin is an awareness-raising tool in itself. However, whether this measure alone prompts people to actively take steps to avoid generating food waste is not clear.

Programs such as *Love Food Hate Waste, Fight Food Waste* and *Foodwise* target food waste prevention activities, reaching the highest level of the waste hierarchy. With 34%[50] of food waste in Australia generated in our homes and around half of this considered to be preventable, broader community understanding of households' impact is needed, aided by information to respond and take action.

Love Food Hate Waste was developed by WRAP in the UK and has contributed to a 23% reduction in household food waste (excluding inedible parts) in the UK over eight years[51]. In Australia, *Love Food Hate Waste* has been rolled out and further developed since 2009 by the NSW Environment Protection Authority, Sustainability Victoria and, recently, Brisbane City Council. The information and financial tools to help households waste less food, save money and reduce environmental impacts vary between jurisdictions. To support householders to take action, tips and supporting resources are provided for shopping routines, storage, recipes to use up ingredients and different parts of produce which may have been considered waste. In NSW and Victoria, grants are offered to councils, businesses and community organisations to expand the program through local or societal networks.

OzHarvest launched the *Fight Food Waste* campaign in 2018 with a graphic representation of the amount of food waste generated in Australia. It urges consumers to undertake four practical actions: look, buy, store, cook. The UK's *Trifocal* is another food waste campaign that explores how prevention and diversion messaging (as well as healthy eating) may be combined to help residents change their habits in generating and disposing of food waste.

Development of a food waste campaign that incorporates research from the Fight Food Waste CRC projects currently being undertaken in regard to household behaviour, existing research and learnings from implementation of programs elsewhere will be undertaken to support the prevention of household

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food waste. Adapted to the South Australian context, a campaign and extension activities will raise awareness, offer solutions and prompt food purchasing and preparation decisions.

Proposed actions

14. *Continue state-wide recycling campaign 'Which Bin?' to increase and improve three-bin system recycling, including food waste diversion through the green organics bin and home composting.*
15. *Working alongside government, not-for-profit and industry partners through the Fight Food Waste CRC, collaborate on a research project to determine effective behaviour change interventions.*
16. *Develop and implement education and awareness tools that support food waste prevention, reduction and recycling for the residential sector.*
17. *Partner with community programs and groups to extend food waste prevention messages.*

Outcome

50% reduction of food waste in household residual waste bins by 2022.

Partners

- Residents
- Community organisations
- Waste and recycling industry
- All levels of government

Links to other actions or strategies

Action 1 - Financial support for roll-out of food waste collection systems

Action 8 – Provision of compostable bags

Action 11 - Research into the use of kitchen caddy systems

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Commercial and industrial food waste

In South Australia, waste audits have revealed that food waste is the largest component of the commercial and industrial (C&I) waste stream, comprising 26% of the total waste by weight[52]. Similar composition ratios were found at a national level[53] with food organics making up around 22% of total waste. The National Food Waste Baseline estimates that 768,000 tonnes of food waste is landfilled from the commercial and industrial sector each year.

Preventing this waste occurring can provide significant financial returns for businesses. Champions 12.3 is an international coalition of executives aiming to achieve the United Nations' SDG 12.3 targets. Its *Business Case for Reducing Food Loss and Waste*[54] presents a strong case for industry to invest in food waste prevention activities. International data from 1,200 sites indicated that nearly every site had a positive return on investment, with more than half recouping $14 or greater for every $1 invested.

As with the residential sector, there is a significant component of inedible food waste associated with food preparation across business, institutional and other organisational sites.

Waste collection services for commercial premises may be provided by a paid private contractor, the landlord or local council. If a waste management system is available to businesses via their council rates or tenancy that suits their waste quantities and composition, businesses will generally utilise these options as the costs are generally integrated or immaterial.[55]

The collection of commercial waste and recycling streams is primarily undertaken by private-sector waste collection companies that charge businesses a fee for each service provided. Fees include bin rental, collection and associated operational costs, plus a profit margin. Many of the collection costs – such as driver, truck maintenance, fuel and waste destination costs (that is, gate fees charged by transfer stations, landfills and composting operations) – are relatively fixed, whereas bin rental and collection frequency can vary.

Establishments ranging from restaurants and retailers to office buildings, universities and hospitals rely on private waste-collection companies to collect their waste on a regular basis with minimal inconvenience. In most areas, council waste collection services extend to select commercial businesses, generally at the small to medium enterprise (SME) level for general waste and comingled recycling.

Commercial, mobile, food-organics bin collections were introduced into Adelaide in 2008. The State Government provided eligible business services with incentive programs from 2008 to 2015 to increase the amount of food waste collected from businesses that could be processed into soil improvement products and to improve collection densities for greater economies of scale.

Increasing organic waste collection densities (number of bin lifts per kilometre) should lead to more efficient and cost-effective collections by reducing the truck movements required per customer. If any savings are passed on from the waste collection companies, this may reduce the waste management fees and charges for businesses. If food waste is removed from the general waste bin, leading to less frequent bin collections, there is the potential for businesses to save money on their waste management contracts. It is important that businesses review their waste service agreements, and negotiate changes with their waste service provider to reflect a reduction in the general waste stream and frequency of collections.

Businesses across metropolitan Adelaide that have engaged food waste collection services include supermarkets, shopping centres, hospitals, aged care facilities, food manufacturers, restaurants and facilities management services.

A 2015 pilot project across two precincts[56] showed that it is possible to save money on waste disposal costs by introducing a commercial food waste service, but only if the number of privately contracted general waste bins is reduced. Smaller businesses generally do not produce enough food waste to reduce the number, size or collection frequency of their general waste bins and have less power to influence collection companies to alter their collection arrangements. As a result, they are more likely than large

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sites to have increased waste disposal costs by diverting food waste through an additional collection service.

Businesses are most likely to be able to reduce the overall cost of waste management services when introducing a food waste collection if:

- they are a large sites or a site where multiple businesses share bins serviced through a waste contract. This includes buildings where a landlord manages the waste contracts on behalf of the tenancies.
- there is a significant amount of food waste being diverted through a food waste collection service, resulting in reduced general waste collection servicing through lower number of bins and/or frequency of lifts
- they have accurately assessed the requirements for their sites and are able to negotiate their waste contracts.

Commercial waste collection contractors typically charge customers on a per bin lift basis, regardless of the weight of the material picked up or how full the bin is when presented for collection. The per-lift cost of commercial food waste bin collection is slightly higher than that of a general waste bin, primarily due to collection densities. However, this is changing. Putrescible material such as food organics also requires more frequent collection than non-putrescible residual waste. Mobile food waste bins are limited in size, from 600 litres to 1,100 litres depending on the weight of the material and access arrangements; sometimes requiring businesses needing to contract multiple bins.

If waste and recycling were to be collected on a per tonne basis, the cost of a food waste bin collection and disposal is likely to be lower than that of the collection of a general waste bin. This is because food waste is heavy due to its high moisture content and when disposed to landfill will be charged a gate fee that includes a weight based (per tonne) landfill levy. Food waste sent to a compost operation will be charged a gate fee only (excluding the landfill levy).

In addition to privately contracted waste collection services, some food manufacturers and retailers have an arrangement with farmers to divert appropriate food waste to animal feed (such as piggeries). Where arrangements are in place, the material must be appropriate and be allowed under the *Livestock Act 1997*. The National Food Waste Baseline found that more than half of the food waste generated nationally from the manufacturing, wholesale and retail sectors was diverted to animal feed. These arrangements are usually informal, and there is limited public data on how much waste is diverted through these arrangements.

Waste disposal costs represent only a small portion of the savings for businesses in addressing food waste. The biggest savings can be made by not generating the waste; savings include the associated raw materials, labour, storage, energy, and water inputs which can represent up to 10 times the disposal cost.

Measurement of food waste volumes and where the waste is generated provide possibilities to change processes and behaviours and reduce costs. Resources to undertake waste audits and contract reviews, education on food waste prevention opportunities and diversion, and raising awareness of the economic benefits of action can contribute.

In settings where takeaway food items are commonly consumed, having access to a green organics bin is critical to diverting the compostable food service ware and utensils that are increasingly being offered. Further background on single-use items and State Government actions being undertaken in regard to this is outlined in the *Tuning the Tide on Single-Use Plastic Products*: *Discussion Paper* released in January 2019, and *Next Steps*, released in July 2019. The *Single-use and Other Plastic Products (Waste Avoidance) Bill 2019* was released for consultation in December 2019 with legislation to be introduced into Parliament in 2020. The need to align waste systems to generated materials is considered in the update of the *Waste Minimisation Guide for Events and Venues*.

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Actions for change

Precinct collection

Any business that exceeds residential quantities of general waste and comingled recycling requires a commercial waste collection arrangement. While some councils offer a residual and comingled recycling bin, very few commercial premises have access to council-operated organics. As such organic waste collections need to be arranged through a private waste contractor.

Collection or transport businesses that collect solid (including food) waste from commercial or industrial premises for fee or reward require a license under the *Environment Protection Act 1993*.

There are several large, private-sector waste collection companies operating in metropolitan Adelaide, each managing vehicles to pick up their customers' general waste bins and comingled recycling.

The fundamental service that commercial collection companies offer is similar, with their routes largely based on customer contracts and preferences. Individual companies plan their own routes; as they compete with each other there will be different companies service the same suburbs and commercial precincts on any given day, leading to inefficient and possibly unnecessary truck movements. The effective and economic collection of this waste requires more efficient collection routes.

Since 2008, commercial organics collections have worked within the private waste-contracting sector, with one collection service predominantly responsible for organics waste across the metropolitan area through sub-contracting arrangements. This model increases the collection densities and reduces truck movements within an area.

Mapping food-waste generators could help provide useful market information to contractors and collectors and potentially improve their collection efficiencies should the density of pick-up locations increase.

Proposed actions

18. *Map food waste generation, to identify potential improved collection densities and more efficient collection.*
19. *If mapping and other evidence supports the potential for services improvements to be made, develop and trial an appropriate precinct delivery model.*

Outcome

A food-waste generation map identifies areas where more commercial food waste services may be introduced to increase the volumes of collected waste.

Partners

- Businesses and industry
- Regulators
- Property and facility managers
- Waste and recycling industry
- State Government

Links to other actions or strategies

Action 22 – Design approach for phase-in of mandatory food waste collections

South Australia's Waste Strategy

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Prevention

Since the release of its *Business Case for Reducing Food Loss and Waste*, the coalition Champions 12.3 has released international, industry-specific business cases for hotels, catering and restaurant services. The business cases indicate that food-waste prevention activities in these sectors can bring returns of $6 to $7 for each $1 invested, with expenditure largely recouped within two years.

When the amount of waste and its origins were considered, the greatest returns were possible through prevention measures introduced close to the point of consumption, due to the high level of inputs – including materials, staff time, energy and water – that have been invested at that stage. Engaging staff across the business influences ordering processes, storage practices, preparation, and food waste from customer plates, and enables them to consider opportunities for prevention or recovery.

Food-waste reduction programs such as *Your Business is Food* developed by the NSW EPA for the food service sector and the WRAP UK's *Guardian's of Grub* provide resources and tools to help businesses examine and quantify where waste is occurring and encourage staff to take action to reduce waste and the associated costs.

In 2010, Green Industries SA created a *What can we do about food waste?* video to motivate the restaurant, catering and hospitality industry to divert food waste from landfill. There is the potential to expand the reach of its valuable message by developing case studies to showcase best-practice waste management and internal and external diversion systems.

Industry and trade associations could be engaged to help develop a pilot prevention program and education materials for businesses, including resources such as waste-contracting information and a set of resources to help management and staff make simple, low-cost changes to the way food is purchased, managed, prepared and served.

As businesses undertake food-waste prevention measures, it is important that existing waste services are aligned to waste volumes and materials. Green Industries SA's Circular Economy Business Support Program helps businesses audit and manage their waste and provides funding for industry associations to deliver avoidance and diversion programs to businesses in the food sector.

Proposed actions

20. *Develop toolkits and resource packs for business incorporating:*
    - *avoidance and lean-production messaging*
    - *tools to measure and report food waste at key generation points (spoilage, preparation, plate scraping) to identify opportunities*
    - *waste contracting information and guidelines*
    - *menu design tips*
    - *information on compostable food service ware, including disposal information*
    - *resources to measure, prevent and divert food waste*
    - *best-practice case studies.*

21. *Pilot the promotion and roll-out of a business resource tool kit to relevant industry bodies and establish a dedicated contact to support businesses introducing avoidance and reduction measures through the Circular Economy Business Support Program.*

Outcome

Businesses have the tools and resources to measure their existing food waste and identify how to prevent its generation and divert remaining surplus food and preparation waste.

Partners

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- Businesses and industry
- Waste and recycling industry
- State Government

Links to other actions or strategies

Action 18 – Precinct commercial organics collection

Action 22 – Design approach for phase-in of mandatory food waste collections

South Australia's Waste Strategy

Mandatory food waste collections for large generating sites

While food-waste recycling measures are increasingly being introduced internationally, as at 2019 there are no mandatory measures in Australia.

Many countries are well advanced in implementing restrictions sending organic material to landfill. In Massachusetts, a disposal ban on commercial organic material is significantly decreasing the amount of food waste diverted from landfill[57]. Five other states and a number of municipalities across the US have also introduced organic waste bans or passed mandatory recycling laws[58]. Other countries with requirements to redirect commercial food waste from landfill include France, Scotland, Ireland, Germany, Italy, Singapore, Philippines and South Korea[59]. Legislative measures have led to benefits including collection efficiencies, job creation and investment in food waste recycling facilities and processing infrastructure.

Commercial waste programs in NSW and the Gold Coast have found food waste represents 50 to 60% of total waste by weight[60] from hospitality and food-retail sites. Food processing and manufacturers at the start of the supply chain often have high levels of unavoidable food waste components such as peels, bones and shells. Generally unpackaged, these streams are largely uncontaminated and easily diverted for animal feed, rendering or to commercial composting operations.

The successful introduction of mandatory measures usually requires a phased-in approach with appropriate support for affected businesses and waste generators, starting with collected segregated loads and large generating sites and gradually reducing permissible volumes of waste.

It is critical that suitable waste and recycling services are available and used correctly. The waste and recycling services at large sites, shopping centres and office buildings may be contracted and managed by the landlord, facilities manager or the cleaning contractor. Once food waste recycling is introduced, general waste collections can often be reduced so overall waste costs do not increase.

Sites for which mandatory food waste collection requirements could apply include universities and schools, residential care facilities and student accommodation, correctional facilities, manufacturers of food products, food courts, buildings over a certain size, supermarkets and airports. Sites such as these generate large volumes of organic waste and require privately contracted waste and recycling services. Sites of this size are likely to achieve costs benefits in introducing segregated organics collection services, which many have actioned.

Economic and greenhouse analysis undertaken in 2018 to investigate the potential benefits of implementing a ban on commercial food waste to landfill in metropolitan Adelaide indicated a net benefit of $56.2 million over a 20-year period, alongside a potential 40% reduction in greenhouse gases[61] over the base case.

A staged introduction period complemented by a business support program with dedicated resources is critical and are key components of international legislation. Resources can include waste audits and/or

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contract reviews, education on food waste avoidance and diversion, and raising awareness of the reasons for implementation and available assistance.

Tailored to the metropolitan Adelaide area, a phased-in approach to the mandatory collection of food waste would be developed with consideration to:

- collection and processing systems and infrastructure
- waste generators included
- appropriate staged timing for implementation
- supporting mechanisms for facilities and sites
- compliance and enforcement measures.

Consultation with industry and stakeholder representatives about generation and collection is the necessary first step in planning and introducing restrictions to disposal of commercial organics to landfill.

Providing a cohesive package of business support services specific to food sector businesses and the property management sector would support the introduction of any mandatory measures. In addition to programs to reduce generation of food waste, information explaining how to donate any surplus food or sell it at considerable discounts at the end of the day's trading, and diverting unavoidable food waste, as well as other compostable materials, is also required.

Case Study B: Commercial food waste disposal ban

Massachusetts is a state with almost seven million residents. Food and other organic material represents more than 25% of the waste stream. The Massachusetts Solid Waste Master Plan 2010-2020 set the target to divert at least 35% of source separated organics from landfill by 2020.

Since 1 October 2014 the Commercial Food Materials Disposal Ban has been in effect requiring all businesses and institutions producing one tonne or more of commercial organic wastes a week to have diversion or recycling systems in place. The policy covers about 1,700 hospitals, colleges, supermarkets, hotels, nursing homes, prisons and other facilities. Systems may include donating edible food or diverting it to composting, animal feed or anaerobic digestion facilities.

Programs and resources to help industry meet the requirement include:

- the recycling assistance program RecyclingWorks

- grants and loans to help develop composting and anaerobic digestion facilities

- a map of food waste generators to facilitate collection and processing efficiencies.

The Commercial Food Materials Disposal Ban has laid a foundation for a more robust organic waste diversion industry and has encouraged businesses and institutions to adopt better food waste practices. According to an ICF[62] report, has helped drive a growth in employment and investment growing industry gaining 900 jobs and $175 million in economic activity in Massachusetts.

Proposed actions
22. *Examine models enabling the phase-in of mandatory food waste collections for Adelaide metropolitan businesses and major centres based on the size of their operations and/or food waste generation volumes and the availability of appropriate processing options.*
23. *Undertake an impact analysis of possible regulatory changes.*

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24. *Develop new and expand existing information resources for businesses to support the implementation of mandatory measures (Action 20).*
25. *Develop minimum standards for segregated waste and recycling systems for SA Government sites, including organics recycling where available and work with agencies to implement.*
26. *Progress work on design of a staged ban on segregated commercial organics being sent to landfill commencing with landfills servicing the metropolitan Adelaide area.*
27. *Encourage consideration to alternative business models for waste contractor servicing and charging to recognise reduced weight and composition of collections as a result of increased food waste diversion.*
Outcomes Potential progression to mandatory measures that ban the diversion of organic waste to landfill. Businesses benefit from cost-effective food-waste prevention and collection processes.
Partners • Businesses and industry • Property and facilities manages • Regulators • Waste and recycling industry • State Government
Links to other actions or strategies Action 1 - Financial support for roll out of food waste collection systems Action 2 - Research into the use of kitchen caddy systems Action 8 – Provision of compostable bags Action 20 - Food waste prevention resource packs for business South Australia's Waste Strategy

Food rescue

Food growers, manufacturers and processors produce quantities of food that for various commercial reasons cannot be sold. Safe to consume, these products may be incorrectly labelled, have faulty packaging, be close to the 'best before' or 'use by' date or be part of a trial run, or are not produced to exact specifications.

Food rescue services collect excess food and redistribute through agencies that feed hungry people. The average time that some vulnerable Australians experience food insecurity is seven years[63], with associated impacts on their long-term health and nutrition. Following a co-design process with the food relief sector, Department for Health and Wellbeing and Department of Human Services, the *South Australian Food Relief Charter* and the *Nutrition Guidelines for the Food Relief Sector in South Australia* were released in November 2019 to improve the availability of a nutritious food supply to food relief recipients. While food rescue services and distribution agencies play key roles in providing quality food to people in need, food rescue alone is not the solution to food insecurity in South Australia.

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Redirecting food at its highest value - to feed hungry people - benefits charity organisations by providing greater access to fresh, nutritious food that there may otherwise not be in the budget, reducing spend on food stuffs to redirect into other resources or expand meals programs, as well as delivering positive environmental impacts in preventing this good food going to waste.

Foodbank South Australia is the largest hunger relief organisation in South Australia. It works with 580 agencies and almost 500 schools each year to provide food to those in need. It provided enough food for more than 5,186,000 meals in 2018 [64].

Despite this wide-ranging reach, there remain areas where emergency food relief is not being distributed equally and the charitable and not-for-profit sector continually cite increasing demand[65]. In an emergency or disaster event, where there are severe economic impacts to the community, demand for food relief increases. Combined with disruption to supply and distribution chains, this increase in demand may coincide with a reduction in donations or the availability of common food items.

OzHarvest is a national food rescue organisation that has been operating in South Australia since 2011. It collects quality excess food from commercial outlets and delivers it to more than 1,300 charities supporting Australians in need. Nationally, OzHarvest rescues more than 180 tonnes of perishable food each week from over 3,500 supermarkets, hotels, wholesalers, farmers, corporate events, catering companies and restaurants.

SecondBite collects large volumes of surplus fresh food donated by farmers, wholesalers, markets, supermarkets and caterers and distributes it to community food programs around Australia.

Smaller food rescue organisations also operate in South Australia to collect and redistribute meals and groceries.

State Government support for the sector is provided though the Department of Human Services and Green Industries SA. The Department of Human Services administers Grants SA, a program for not-for-profit community organisations to improve community participation, wellbeing and quality of life for people living and working in South Australia.

Green Industries SA's Infrastructure Grants Program provides support to address storage or logistics infrastructure barriers to food rescue operations. Recent support has improved cold store and freezer facilities to increase the acceptance of fresh produce, meat, prepared meals and other perishable foods.

Awareness of South Australian legislation[66] that protects them from liability when donating food in good faith, where the food was safe to consume at the time of donation, encourages businesses to donate. Ensuring food is prepared, handled and stored safely is the responsibility of the food retailers, rescue organisations and not-for-profit operators, with requirements set out in the *South Australian Food Act 2001*. Perishable food is accepted from providers such as farmers, supermarkets, restaurants, catering companies and events.

Businesses that donate surplus food appreciate that the time and money invested in purchase and preparation is not wasted, and that their food is benefiting those in need, which increases local connections.

Proposed actions
28. *Expand grants available to food-rescue organisations for collection and distribution infrastructure to increase volumes of food redistributed to those in need.*
29. *Review the funding available through government agencies to support diversion and redistribution of surplus food.*
30. *Identify opportunities for and barriers to recovering and distributing surplus food through food rescue organisations, including where supply chains may be impacted (e.g. during emergency or disaster events)*

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Outcome

Increased diversion of surplus food through food rescue organisations to those in need, in line with national targets.

Partners

- Businesses and industry
- Food rescue and redistribution organisations
- Regulators
- All levels of government

Links to other actions or strategies

Action 20 – Food waste prevention resource packs for business

Action 34 – Infrastructure funding

Improving Individual and Household Food Security Outcomes in South Australia

South Australian Food Relief Charter

Events and away-from-home consumption

Food is often an integral part of events and many businesses exist solely to cater for them. Opportunities to avoid waste or store uneaten or partially eaten meals are limited and the food is generally discarded. Re-usable service ware options are always preferred, however, frequently rely on a take-back and/or refund systems to be effective.

The use of compostable food service ware and providing organics bins at events and venues contributes to diversion of both the food and packaging materials. In conjunction with appropriate bin signage and other measures they can also reduce the contamination of recycling and organic streams.

Only the most dedicated patrons of public events clean food scraps from their recyclable containers to enable them to go into yellow recycling bins, resulting in containers and remaining food waste being discarded in landfill bins or heavily contaminating the recycling bins restricting the ability to recycle materials in these collections.

Deposit-bearing beverage containers are less likely to contain contaminates. If included in the comingled or 10c refund recycling streams, liquids generally do not result in significant contamination compared with food. Event organisers are increasingly encouraging patrons to bring reusable or refillable drink containers, or are making these available at events, and are providing water refill stations.

Councils can demand within their event licensing agreements that food and beverage vendors only use compostable service ware and beverage containers that attract a 10-cent refund, and also require that there are segregated bins to support these measures.

In November 2018, the City of Adelaide endorsed a Sustainable Events Guide covering six areas of actions to deliver more environmentally sustainable events. In 2020, the State Government is developing a statewide guide and toolkit for waste minimisation and management at events and venues and supporting resources.

Single-use service ware is used extensively outside event and venue settings. The increase in takeaway purchases and rapid rise in home delivery services from cafes and restaurants result in large volumes of food consumed in homes, workplaces and food courts that is transported in single-use packaging. The

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benefits of compostable food service ware in these situations is that any residual food and the service ware can be disposed of in organics bins at home, work, or at events.

South Australia is examining measures to phase out single-use plastics (including some service ware items) through the *Turning the Tide on Single-Use Plastics*: *Next Steps* paper released in July 2019 the *Single-use and Other Plastic Products (Waste Avoidance) Bill 2019* to be introduced into Parliament in 2020.

Proposed actions

31. *Update the* Waste Minimisation Guide for Events and Venues, *including tools for event managers and retailers to maximise waste and recycling performance, and additional guidance on food service ware to increase food waste recovery.*
32. *Encourage councils to adopt segregated bin systems for council-run events and require minimum three-bin systems event permits.*
33. *Through the* Turning the Tide on Single-Use Plastics: Next Steps *and legislative measures, phase out specified single-use plastic service items and replace with re-usable or compostable alternatives.*

Outcomes

By 2025, all events are using three-bin front-of-house systems and compostable food service ware.

Partners

- Businesses and industry
- Residents
- Waste and recycling industry
- Regulators
- State and local government

Links to other actions or strategies

Turning the Tide on Single-Use Plastics: Discussion Paper and Next Steps, 2019

Single-use and Other Plastic Products (Waste Avoidance) Bill 2019

Plastic Shopping Act (Waste Avoidance) Act 2008

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Attracting and supporting investment and markets

Diverting segregated organics from households and businesses for composting is an example of the circular economy in action. Food waste is an important feedstock 'ingredient' in the composting of organic material processed at South Australian commercial composting operations into high-quality soil improvement products: composts, mulches and pellatised fertilisers. Products are sold into local markets for use in home gardens, food and viticulture production, and increasingly, broad acre applications.

There are economic opportunities to expand these and introduce new ways to capture and process food waste.

Segregating by-products from the meat, poultry and seafood industries for processing into new products at meat rendering plants diverts about 230,000 tonnes of this material annually. Processed for both domestic and overseas secondary markets, these products have a market value of approximately $88 million[67].

South Australia has well-established commercial composting companies. The compost industry is a significant employer and investor, employing about 300 people across the state. In 2017-18, products produced from recovered garden, food and timber organics had a market value of about $13.2 million[68].

In commercial composting operations, food and other organic materials are processed over a number of weeks and reach temperatures high enough to kill plant and animal pathogens as well as weed propagules or seeds. Materials composted according to relevant Australian Standards become matured, stabilised products ready for use.

Compost is ideal for helping to re-build soil fertility and replenish soil carbon and nutrient stocks, at the same time helping mitigate climate change. Trials[69] in Australia and overseas have demonstrated that ongoing compost use increases soil carbon levels and, in turn, boosts plant growth and crop yields.

The production of mineral fertilisers, and particularly nitrogenous fertilisers, is energy and greenhouse gas-intensive. The supply of plant nutrients through compost use reduces both the amount of mineral fertiliser that is needed and the greenhouse gas emissions caused by its production.

Other input cost reductions, greenhouse gas savings and environmental benefits resulting from compost application include:

- less energy needed for irrigation, due to improved water storage and use efficiency
- less need for biocides (chemical substances including insecticides, disinfectants and pesticides used to control organisms that are harmful to health), which reduces the greenhouse gas emissions associated with biocide production
- less use of diesel for soil cultivation due to improved tilth
- increased carbon sequestration from higher biomass production, due to improved soil productivity
- Reduced nitrogen loss that cause secondary nitrous oxide emissions, due to lower nitrogen surplus and leaching.
- improved soil quality and structure to support plant growth, in turn reducing erosion and the loss of nutrients and organic matter.

The South Australian Environment Protection Authority (EPA) regulates large-scale licensed composting operations and works with operators to ensure that the composting process has a minimum impact on the environment and produces quality compost outputs.

South Australia's Waste and Resource Recovery Infrastructure Plan (SAWRRIP) provides a clear guide for future waste and resource recovery infrastructure needs across South Australia, and how these measures

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can support South Australia's Waste Strategy targets and objectives. Based on waste-flow projections, the SAWRRIP maps 2017 infrastructure and identifies future needs, investment opportunities and risks.

Continued investment in infrastructure is needed to ensure processing operations have capacity as more food waste is diverted from kerbside and commercial collections. Funding for contaminate-removal technology to meet market demand and quality standards for compost products is also required.

Alongside the composting sector, local business opportunities and jobs are expanding as a result of increased food waste diversion including local design and manufacture of items such as kitchen caddies and compostable food packaging alternatives.

Actions for change

Infrastructure funding

The SAWRRIP modelling is based on collecting and processing of increased amounts of food organics across South Australia. It aims to circulate materials at the highest possible values, expanding the sector to generate energy in addition to recovery of nutrients. The digestate or residual material following energy extraction from the anaerobic digestion process can be incorporated back into the composting process.

Other opportunities for the organics processing sector to make high-value compost and fertiliser products include investment in grinding, classification, blending and pelletising equipment; in increased automation of contaminant-removal equipment; and in equipment to produce fuels from sludges and grease trap wastes.

Most food and garden organics collected from Adelaide kerbsides have low contamination levels (about 2% for the metropolitan Adelaide area). However, any contaminants can be present in final products, so they must be removed to meet relevant quality standards and farmers and landscaping suppliers' criteria.

Metropolitan Adelaide has the infrastructure to process anticipated increases in food waste over the next three years. More infrastructure is needed in regional areas to increase processing capacity and expand the range of materials that can be processed at some facilities.

Enclosed composting including techniques such as covered windrow composting, composting tunnels, covered composting bays and composting halls. As South Australian land uses change, these techniques should be considered; they are common in overseas sites where population densities require industry and households to be close together or energy-recovery operations are integrated within the sites.

Recovering organics from the estimated 2,800 tonnes of packaged food waste (such as plastics, cardboard and metal) landfilled in South Australia each year will require more technology and de-packaging infrastructure.

The Green Industries SA Recycling Infrastructure Grants program helps private sector, local government and not-for-profit organisations invest in infrastructure to increase their capacity to recover resources and return materials to markets. Funding supports local job creation, regional processing capacity; projects must demonstrate economic, environmental and social benefits.

As with other waste and recycling streams, collection vehicles for kerbside and commercial food waste collections should be included as business operating expenses; they are not usually supported through financial infrastructure incentive programs. This does not exclude investment in for up-to-date weighing technologies to provide more data to support planning and maximise collection efficiency and recovery.

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Proposed actions
34. *Maintain provision of grants and loans to encourage the establishment and enhancement of resource recovery infrastructure, processes and technologies that divert food waste in line with the waste management hierarchy for both metropolitan and regional areas.*
35. *Provide infrastructure support for anaerobic digestion and incorporate bioenergy recovery into processes where residual outputs are diverted into composting processes or applied to land following energy extraction.*
36. *Provide infrastructure funding support for local businesses that produce compostable items that meet Australian Standard requirements.*
Outcomes More material is recovered and capacity is increased in regional areas. Capacity of South Australian industry to process segregated organic materials to relevant standards is maintained as volumes increase.
Partners • Businesses and industry • Waste and recycling industry • State and local government
Links to other actions or strategies Action 1 - Financial support for roll out of food waste collection systems Action 22 – Design approach for phase-in of mandatory food waste collections South Australia's Waste Strategy

Market support

Creating market demand that moves in step with increased volumes of segregated organics is critical to moving towards a circular economy in South Australia.

Soils are traditionally rich in carbon. However, modern agricultural practice has reduced the organic content of Australian soils over decades. As a result, the application of synthetic fertiliser has increased. Five million tonnes of fertiliser was applied to agricultural land in Australia in 2016-17[70].

Organic matter and nutrients that have been removed from soils must be replaced. Altering farming practices, such as less tillage of soil, often combined with the application of synthetic or organic fertilisers, helps rebuild soil structure to enable productive plant growth.

Compost has a high carbon content and contains beneficial microbes that help soil regain its organic content, increasing soil fertility and reducing the reliance on synthetic fertilisers. This allows soils to sequester more carbon, reducing carbon dioxide in the atmosphere.

South Australia has an advanced commercial composting industry that produces quality product for the vegetable, viticulture and broad acre agricultural sectors as well as for landscaping works. Commercially produced composts certified as complying with the Australian Standard for *Composts, Soil Conditioners and Mulches* (AS4454) include high levels of organic matter and nutrients and are free from pests and disease. Freshcare, a certification program for the Australian fresh produce industry, provides guidelines for the use of recycled organics in horticulture. All AS4454-certified composts can be applied without

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restriction. Non-certified composts must be independently verified to avoid any impact on a grower's food safety assurance program[71].

There is opportunity to develop and produce higher-value and more specialised compost products within the existing market in South Australia. Green Industries SA provides funds to stimulate increases in the quality of and demand for products, and to create opportunities for new products, expand market-related activities for existing recycled-content products, and educate and inform users about how compost can be used to support land and crop management.

Customising products to crop or soil conditions and manufacturing composts in pellets have helped increase the uptake of recycled organic products for various uses.

Investment in activities such as research and market intelligence, fostering buyer awareness and market-focused product development will support and expand local markets for composts and recycled organics products, increasing the resilience of South Australia's compost industry and returning this material back into the agricultural sector, land rehabilitation and urban development.

Proposed actions
37. *Develop and expand viable and sustainable markets for products and outputs arising from the recovery of food and other organic wastes, including through standards, specifications and guidelines for application.*
38. *Ensure that the regulatory environment is best-practice and supports the local market development of organic recycled content products.*
Outcome Increase in soil improvement products sold in South Australia.
Partners • Businesses and industry • Waste and recycling industry • Regulators • State and local government
Links to other actions or strategies Action 1 - Financial support for roll out of food waste collection systems Action 8 – Provision of compostable bags Action 22 – Design approach for phase-in of mandatory food waste collections Single-Use Plastics Discussion Paper, 2019 South Australia's Waste Strategy

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Actions for change framework

	Proposed actions	Timeline				
		Existing and ongoing	2020	2021	2022	2023
Household	**Harmonising and maximising kerbside systems**					
	1. Continued financial support for the roll out of universal, area-wide 'high-performing food waste collection systems' incorporating a kitchen caddy and compostable bags for diversion through kerbside green organics bins.	>				
	2. Research into the use of kitchen caddy systems in council areas where area-wide food waste systems have been implemented, to evaluate behaviour and influence the design of financial support programs to enhance or maintain systems.					
	3. Work with councils to pilot more frequent collection of household organics bins.			>		
	4. As part of a legislative review processes, consider legislative proposals to harmonise council collection systems and introduce a minimum service across all metropolitan Adelaide councils: fortnightly collection of co-mingled recyclables and fortnightly collection of organics, including food waste.				>	
	High-density collection					
	5. Pilot and evaluate models of alternative bin and collection systems for high-density dwellings where little or no garden waste is generated.					
	6. Update the *Better Practice Guide for Waste Management in Residential & Mixed Use Developments* in consultation with state government agencies and local governments who reference the guidelines in considering and providing feedback on development applications in relation to waste management.					
	7. Development approvals for new or significant high-density developments to require allocation of sufficient area to store and access at least three-bin segregated waste and recycling services and/or vacuum technologies for segregated streams.			>		
	Compostable bags to support diversion					
	8. Improve householders' access to a supply of compostable bags both through council and other avenues.					
	9. Support the expansion of the compostable produce bag trial to other retail outlets, particularly where area-wide food waste collection systems have been implemented.					
	10. Consider including non-compostable produce bags in the list of single-use plastics items to be phased-out in *Turning the Tide on Single-Use Plastics: Next Steps*.					

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Proposed actions	Timeline				
	Existing and ongoing	2020	2021	2022	2023
Home based approaches					
11. Encourage home-based approaches for diverting food waste including home composting, worm farms and backyard poultry.		>			
12. Provide guidance and education to encourage home and community (including schools) food growing, integrating use of compost to improve plant vigour and yield, while returning nutrients to the soil.			>		
13. Promote sharing of produce within local communities.			>		
Education and awareness					
14. Continue state-wide recycling campaign 'Which Bin?' to increase and improve three-bin system recycling, including food waste diversion through the green organics bin and home composting.		>			
15. Working alongside government, not-for-profit and industry partners through the Fight Food Waste CRC, collaborate on a research project to determine effective behaviour change interventions.	>				
16. Develop and implement uniform education and awareness tools that support food waste prevention, reduction and recycling for the residential sector.			>		
17. Partner with community programs and groups to extend food waste prevention messages.			>		

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	Proposed Actions	Timeline
		Existing and ongoing / 2020 / 2021 / 2022 / 2023
Commercial	**Precinct collections**	
	18. Map food waste generation, to identify potential improved collection densities and more efficient collection.	
	19. If mapping and other evidence supports the potential for service improvements to be made through precincts, develop and trial an appropriate precinct delivery model.	
	Business food waste prevention	
	20. Develop tool kits and resource packs for business incorporating: - avoidance and lean production messaging - tools to measure and report food waste at key generation points (spoilage, preparation, plate scraping) to identify opportunities - waste contracting information and guidelines - menu design tips - information on compostable food service ware, including disposal information - resources to measure, prevent and divert food waste - best-practice case studies	
	21. Pilot the promotion and roll-out of a business resource tool kit to relevant industry bodies and establish a dedicated contact to support businesses introducing avoidance and reduction measures through the Circular Economy Business Support Program.	>
	Mandatory commercial food waste recycling	
	22. Examine models enabling the phase-in of mandatory food waste collections for Adelaide metropolitan businesses and major centres based on the size of their business operations and/or food waste generation volumes and the availability of appropriate processing options.	
	23. Undertake an impact analysis of possible regulatory changes.	>
	24. Develop new and expand existing information resources for businesses to support the implementation of mandatory measures (Action 20).	>
	25. Develop minimum standards for segregated waste and recycling systems for SA Government sites, including organics recycling where available and work with agencies to implement.	>
	26. Progress work on design of a staged ban on segregated commercial organics being sent to landfill commencing with landfills servicing the metropolitan Adelaide area.	
	27. Encourage consideration to alternative business models for waste contractor servicing and charging to recognise reduced	>

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Proposed Actions	Timeline				
	Existing and ongoing	2020	2021	2022	2023
weight and composition of collections as a result of increased food waste diversion.					>
Food rescue					
28. Expand grants available to food-rescue organisations for collection and distribution infrastructure to increase volumes of food redistributed to those in need.		>			
29. Review funding available through government agencies to support diversion and redistribution of surplus food.		>			
30. Identify opportunities and barriers to increase recovery of surplus food for collection and distribution through food rescue organisations.			>		
Events and venues					
31. Update the *'Waste Minimisation Guide for Events and Venues'* including tools for event managers and retailers to maximise waste and recycling performance, and additional guidance on food service ware to increase food waste recovery.		>			
32. Encourage councils to adopt segregated bin systems for council run events and require minimum three-bin systems for event permits.		>			
33. Through the *Turning the Tide on Single-Use Plastics: Next Steps*, phase out specified single-use plastic service ware items and replace with re-usable or compostable alternatives.			>		

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	Proposed Actions	Timeline				
		Existing and ongoing	2020	2021	2022	2023
Supporting Infrastructure and Markets	**Infrastructure funding support**					
	34. Maintain provision of grants and loans to encourage the establishment and enhancement of resource recovery infrastructure, processes and technologies that divert food waste in line with the waste management hierarchy for both metropolitan and regional areas.	>				
	35. Provide infrastructure support for anaerobic digestion and incorporate bioenergy recovery into processes where residual outputs are diverted into composting processes or applied to land following energy extraction.	>				
	36. Provide infrastructure funding support for local businesses that produce compostable items that meet Australian Standard requirements.	>				
	Expanding markets					
	37. Develop and expand viable and sustainable markets for products and outputs arising from the recovery of food and other organic wastes, including through standards, specifications and guidelines for application.			>		
	38. Ensure that the regulatory environment is best-practice and supports the local market development of organic recycled content products.			>		

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Glossary

Circular economy - an alternative to the traditional 'linear' economy based on 'take, make, use and dispose'. A circular economy is a self-sustaining system driven by renewable energy with an imperative to keep material resources in use, or 'circulating', for as long as possible. It extracts the maximum value from these resources while in use, then recovers and regenerates products and materials. In a circular economy there are two types of material flows:

- biological cycle – food and biologically based materials re-enter and regenerate the environment safely; for example, as compost
- technical cycle – materials such as metals, paper and plastic are designed to circulate for as long as possible through repair and reuse, without entering the environment for disposal.

Compost - a product created by the breakdown of organic matter, such as garden and food waste, by bacteria and other micro-organisms into a nutrient-rich natural fertiliser. Compost improves soil structure, providing nutrients for plant growth and increases water and nutrient retention in the soil.

Compostable – a product is 'compostable' if it can disintegrate into natural elements and is able to be processed into soil improvement products (meeting Australian Standard 4454-2012, 4419-2018 or 3743-2003) in a commercial compost environment within 90 days.

Compostable bags and food service ware - in this document, discussion on compostable bags and food service ware refers to products that meet Australian Standard 4736-2006 and Australian Standard 5810-2010, or by nature are made solely of fibre materials for which the Australian Standard is not applicable (such as serviettes or pizza boxes).

Composting facilities – commercial facilities where source-separated organics are composted to produce soil improvement products that meet Australian Standards 4454-2012, 4419-2018 or 3743-2003

Contamination - any material found in the organics bin that is not considered compostable by the processing facilities

Food caddy – a kitchen benchtop food container for the collection of household food waste that will later be placed in the organics bin. The container may be ventilated (requiring a compostable bag liner) or enclosed for direct disposal into the green organics bin.

Food organics – organic waste derived from food preparation and/or surplus food: all food scraps including meat and seafood scraps, vegetable and fruit peelings, seeds/husks and dairy products.

Kerbside collection – the collection of household waste and recyclable material (specifically residual waste, comingled recycling, and organic waste) left at the kerbside for collection by local council collection services.

Opt-in food waste systems – fortnightly organics kerbside bin collections are rolled out area-wide, then residents elect whether to divert food waste through the organics bins. They may collect or pay for a kitchen caddy and compostable bags.

Organics – material derived from garden sources, such as grass clippings, tree prunings, food waste and paper (tissues, napkins), as well as teabags and coffee grinds.

Recovered material - material that would otherwise have been disposed of as waste into landfill, but has been collected and reclaimed as a material input, in lieu of a new primary material, for recycling or a manufacturing process.

Residual waste - the waste that remains after materials have been separated for recycling and composting; that is, all the remaining waste.

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City of Marion Submission – A Vision For A Circular Economy: Waste Strategy 2020 – 2025 Consultation Draft

Attachment 3

City of Marion Comments on 'A Vision for a Circular Economy' Waste Strategy 2020 – 2025 Consultation Draft

The City of Marion agrees with the broad priorities proposed for the State's Waste Strategy 2020 – 2025 for circular economy, market development, infrastructure capacity, food waste and plastic packaging. Further detailed comments are provided below in response to various sections of the consultation draft document.

1. Comments on proposed Municipal Solid Waste (MSW) targets (p. 47)

- The rationale for the MSW diversion target of 70% should offer more detail as to additional resourcing the State Government will provide to support councils in achieving this level, particularly given this represents a further 10% increase on a previously unmet target.

2. Comments on broad actions to achieve proposed targets (p.48)

- Seeking to increase the recovery of recyclables in the yellow bin is a key objective fully supported by the City of Marion, however more detail is required to outline what actions the State Government intends to take to meet this objective.
- With the target for plastics and packaging, it is important that the packaging items are practically recyclable. In the instance of food takeaway, the PET containers are technically recyclable but in practise are not recycled away from home or if disposed containing leftover food waste.
- Mandating compostable takeaway packaging would encourage more of this material to be disposed to organics rather than landfill. Inspections of over 3,600 red-lidded waste bins in the City of Marion and a 2019 kerbside bin audit[1] indicate that there is a significant amount of food waste disposed to landfill within plastic bags and plastic takeaway containers (7%).

3. Comments on Evaluation and Reporting (p. 51)

- Evaluation of community attitudes and behaviours needs to extend beyond the recall of advice given in the 'Which Bin' ads to dive deeper into barriers which are impeding greater diversion of recyclable resources from household landfill bins, including but not limited to: packaged food waste, hard plastics, paper, cardboard and e-waste.
- The recently published evaluation report 'Which Bin: Advertising Campaign Market Research Highlights' provides a good basis for further research as it shows a large discrepancy between reported barriers to recycling from the surveys and actual recycling habits observed from bin audits. This provides a sound rationale for exploring this further as peoples' behaviours for recycling plastic will be different to behaviours for recycling paper, thus further research in this area would be beneficial in the design of innovative education tools.

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City of Marion Submission – A Vision For A Circular Economy: Waste Strategy 2020 – 2025 Consultation Draft

4. Comments on proposed actions regarding kerbside food waste diversion systems (p. 61 – 62)

- As an early adopter of the 'opt-in' food waste system, the City of Marion supports the continued availability of financial support for this effective behaviour-change tool.
- Researching the effectiveness of the kitchen caddy systems to support organic recycling would be welcome to give a transparent and up-to-date report on the outcomes achieved since the trial was conducted in 2008-2009.
- The proposed action to develop education tools for South Australian households to reduce food waste is encouraged by the City of Marion. The Love Food Hate Waste campaign funded by the NSW EPA and delivered in partnership with councils to develop food waste avoidance behaviours in households is a successful model for what could be applied in South Australia.
- The City of Marion looks forward to participating in the development of education and awareness tools targeting prevention of food waste.
- It is encouraging to see the commencement of trials for swapping collection frequency of organics and waste bins in metropolitan Adelaide supported by GISA to evaluate its impact on resource recovery rates.

5. Comments on proposed actions regarding plastics and packaging (p. 65)

- The City of Marion supports actions to phase out or eliminate single-use plastic products in South Australia and supports the Australian Government's target for all packaging to be reusable, recyclable compostable or reusable by 2025.
- The barrier bags available in supermarkets for fruit and vegetables should also be included in South Australia's ban on single-use plastic products, particularly in light of the successful trial in the City of Holdfast Bay where compostable bags were provided in the fruit and vegetable section of participating Foodland supermarkets instead of the plastic barrier bags. After being taken home, these bags had a second use as a liner for the home's kitchen organics bin, and then disposed with organics to a commercial composting facility, thereby reducing both plastic and food waste.
- The prohibition on oxo-degradable plastic is a welcome measure to mitigate environmental impacts. However, with increasing cost pressures on waste management, including but not limited to the sharply rising waste levy and the provision of food waste recycling systems, the City of Marion seeks financial support with the changeover of dog poo bags and dispensers to accommodate the expensive compostable alternatives to the oxo-degradable bags that have been traditionally used.
- Bans can be a useful strategy for gaining compliance with waste reduction goals, however they require resourcing in order to enforce them. The ban on e-waste from landfill for example has had limited impact on household behaviour change as audits show that e-waste continues to be frequently found in household waste and recycling bins.
- The State Government must also provide resources for community education regarding further bans to single-use plastic products as it will present a significant change to businesses and consumers who are confused about how to dispose of compostable

packaging, particularly items made of bioplastic such as PLA, which look like plastic and require a more technical understanding of certifications and symbols to identify the product.

- Regarding the review of the Container Deposit Scheme (CDS), the City of Marion advocates for the inclusion of wine bottles. While the majority of wine bottles are currently recycled in the yellow bin by most households, the broader waste management concern is the breakage during processing of mixed recycling from households and the waste that this creates when the glass pieces are too small for the materials recovery facilities to sort from the residual waste. If wine bottles were included in the CDS, more glass material could be recovered for recycling due to less breakage and waste.

6. Comments on proposed actions regarding municipal solid waste (p. 67)

- The City of Marion supports the proposed actions to support improved diversion rates as they have remained fairly static since the 3-bin system was introduced in 2006-2007.
- It would also be beneficial to work towards consistency at a national level with MRF operations and what they can and cannot accept in order to reduce confusion for the public by enabling the provision of consistent advice nationwide. The differing recycling advice between regions and states causes considerable confusion for householders seeking recycling information from public and media sources.
- While legislative reform could potentially assist in improving resource recovery from food waste, this needs to be backed up with adequate support from the State Government to enforce the legislation rather than passing that onus entirely onto councils for funding resource recovery systems and enforcement.
- The City of Marion fully supports innovative approaches to education campaigns that drive behaviour change, and the recent evaluation of the 'Which Bin' marketing campaign has demonstrated effectiveness. A more comprehensive roll-out of the 'Which Bin' campaign with advertising on buses and bus shelters would complement the advertising on television and social media. Printable fact sheets on the 'Which Bin' website (in multiple languages) would also be beneficial for retaining the integrity of the 'Which Bin' branding.

7. Other general comments

Essential factors in the provision of waste and recycling services to households:

- Labelling is extremely important for guiding correct disposal of a product, and many studies of community attitudes and behaviours show that the majority of Australians first look for instructions on the packaging if they don't know which of the three household bins to use.
- Community feedback also indicates there is a lot of confusion with mistaking plastics identification codes for recycling symbols as these two symbols look very similar.
- The Australasian Recycling Label is a promising tool and it is hoped that this labelling will appear on enough products to sufficiently educate the community about correct disposal of recyclable items and offset confusion over plastics identification codes.
- Any product which is recyclable or compostable requires better labelling to ensure effective resource recovery. Labelling bags as biodegradable has not assisted with correct disposal.

- South Australia has strong potential to lead Australia on labelling of compostable products, and the items which require better labelling for disposal to organics bins include bags, coffee cups and coffee cup lids, and any other compostable single-use item.
- The Australian Standard AS4736-2006 for compostable products is a voluntary certification[2], however it is critical that compostable plastics carry the Australia Standard certification, and consideration should be given to mandating this standard for suppliers of compostable packaging to ensure greater certainty for consumers seeking to purchase compostable products and to recycle them effectively.

Potential barriers for encouraging further diversion of waste away from landfill:

- Cheap plastic and composite products which are not recyclable dominate the packaging market however many of these products are not recyclable.
- The cheap supply of virgin plastic poses a challenge for encouraging businesses to create products using more sustainable materials and considering the circular economy when designing and manufacturing their products.
- Businesses need to be encouraged or mandated to innovate towards new business models and materials, and to circulate all the plastic we do use – to keep it in the economy and out of the environment.
- The rise of problematic wastes including e-waste and textiles will continue to impede resource recovery rates until better approaches are developed to design products for circular economy and better systems are developed for extended producer responsibility arrangements such as clothing stores taking old clothes for recycling.

[2] Source: https://www.bioplastics.org.au/certification/

City of Marion Submission – Valuing our Food Waste:

South Australia's strategy to reduce and divert household and business food waste - Consultation Draft

Attachment 4

The City of Marion is pleased to submit feedback to South Australia's draft strategy for diverting and reducing food waste. Food waste is a significant issue and addressing it is a key part of building a circular economy, managing the State's resources more effectively and minimising waste to landfill. Comments are provided below in response to the actions proposed in the draft consultation strategy.

1. Re: proposed actions 1-4 for harmonising council food waste collection systems (pp. 16-18)

- Research into the use of the kitchen caddy systems across Adelaide would be welcome. It would be worthwhile including users of 'opt-in' systems as well to give an updated report since the trial report is now ten years old. It would be useful to understand how usage has changed over time due to social diffusion via word of mouth.
- Research to better understand the behaviours that we are now seeing with food waste recycling would help to better understand the real barriers people face when disposing of different kinds of food scraps and potentially lift usage above 50%. Bin tagging campaigns in the City of Marion have revealed a range of behaviours which would be worthy of research, such as putting some food scraps in the green bin and other food waste in the red bin.
- Waste educators tend to consider the same message for food in general, but there may be different attitudes and behaviours when disposing of peelings compared with cooked leftovers or meat scraps. Once the various barriers are investigated and understood, education programs can be tailored to address those barriers regardless of whether the food waste system is 'opt-in' or 'area-wide'.
- Environmentally it will always be better to divert as much food as possible to the green organics bin, but generally the anticipated return on investment hasn't eventuated due to the ongoing significant expense of providing compostable bags. The kitchen caddy program continues to require ongoing and significant council expense to maintain a system that is struggling to maintain the desired outcomes of minimum 50% recovery of food waste, as the fortnightly collection has continued to present a barrier to better uptake.
- Increasingly, motivated recyclers in the City of Marion are asking whether the collection frequency of the waste bin could be swapped with recycling and organics because their waste bin has very little in it. The City of Marion will therefore monitor with interest the trials being carried out in neighbouring councils of weekly organics bin collections and fortnightly waste collections.
- Legislative reform could potentially assist in improving resource recovery from food waste, however this needs to be backed up with adequate support from the State Government to enforce the legislation.

2. Re: proposed actions 5-7 for high-density collections (p. 19)

- The City of Marion supports all proposed actions to explore innovative systems and/or technologies for collecting food waste from medium and high-density dwellings where little or no garden waste is generated.

- Three-bin services for all ratepayers are advocated by The City of Marion, and this was recently implemented in the first high-density dwellings being built in Tonsley as part of the precinct's Greenstar development. It was a challenging process to achieve this result and the City of Marion would welcome consultation on the updated version of the *Better Practice Guide for Waste Management in Residential & Mixed Use Developments.*

3. Re: proposed actions 8-10 for compostable bag supply (pp. 20-21)

- It is understood that the State Government's trial in 2009-10 that shaped the kitchen caddy program revealed greater uptake of the ventilated kitchen caddy with compostable bags. Based on those trial results, the City of Marion was not anticipating the compostable bags to make a lot of difference in encouraging behaviour change where the solid caddy containers are offered. However, after seven years delivering the 'opt-in' program, we are finding the compostable bags offer the key convenience and ongoing support to make these readily available and are crucial to the long-term viability of the food waste system.
- Financial support from GISA for the full cost of compostable bags is welcomed as a means to offer additional support to councils.
- Whether a council area has an 'opt-in' or 'area wide' food waste system, the expansion of the compostable produce bag trial should be open to any council so as to maximise opportunities for fostering positive change, which sees compostable bags being made more widely available via supermarkets and other retail outlets.The barrier bags available in supermarkets for fruit and vegetables should also be included in South Australia's ban on single-use plastic products, following the successful trial in the City of Holdfast Bay where compostable bags were provided in the fruit and vegetable section of participating Foodland supermarkets instead of the plastic barrier bags. After being taken home, these bags have a second use as a liner for the home's kitchen organics bin, and are disposed with organics to a commercial composting facility, thereby reducing both plastic and food waste.
- While the City of Marion supports legislating a ban on non-compostable produce bags, research would need to be carried out to determine whether it may have unintended outcomes such as paper bags being provided instead of compostable bags which are not useful for lining a kitchen caddy.

4. Re: proposed actions 11 - 13 for home-based approaches (pp. 21-22)

- Home-based approaches for diverting food waste are supported by the City of Marion, where rebates continue to be offered to households when they purchase home composting equipment.
- These incentives are complemented by regular educational workshops on home composting and gardening.
- These workshops are often held at community gardens, offering capacity-building opportunities for community members to share produce.

5. Re: proposed actions 14-17 for education and awareness (pp. 22-24)

- The proposed action to develop education tools for South Australian households to reduce food waste is strongly supported by the City of Marion. The 'Love Food Hate Waste' campaign funded by the NSW EPA and delivered in partnership with councils to develop food waste avoidance behaviours in households is a successful model which could be applied in South Australia.
- The City of Marion looks forward to participating in the development of education and awareness tools targeting prevention of food waste as the quantities of edible foods observed from our bin-tagging program is potentially higher than the inedible scraps.
- The State Government should also provide resources for community education regarding bans to single-use plastic products as it will present a significant challenge to businesses and consumers who are confused about correct purchasing and disposal of compostable packaging items, particularly bioplastics such as PLA, which looks like conventional plastic and requires a technical understanding of identification symbols to know how to dispose of it correctly.
- The City of Marion fully supports innovative approaches to education campaigns that support behaviour change, and the recent evaluation of the 'Which Bin' marketing campaign has demonstrated effectiveness. A more comprehensive rollout of the 'Which Bin' campaign with advertising on buses and bus shelters would complement the advertising on television and social media. Printable fact sheets on the 'Which Bin' website (in multiple languages) would also be beneficial for retaining the integrity of the 'Which Bin' branding.
- The recently published evaluation report 'Which Bin: Advertising Campaign Market Research Highlights' provides a good basis for further research on barriers to behaviour change as it shows a sizeable discrepancy between reported barriers to recycling from the surveys and actual recycling habits observed from bin audits.

6. Re: proposed actions 18-30 for reducing and diverting food waste from businesses (pp. 27-32)

- The City of Marion strongly supports actions that seek to improve collection efficiencies and attempts to address the cost barrier involved with commercial organics collection services.
- Resources to support hotel, catering and restaurant businesses would be helpful as a secondary measure to supplement actions resulting in efficient collection services.
- Mandatory food waste collection is proven by many jurisdictions around the world to significantly increase recovery of food waste and presents itself as a natural step in increasing diversion rates.
- For schools, mandating food waste recycling should be developed in conjunction with DECS as the current funding model for waste management at many schools subsidises waste to landfill, but this should be reconfigured so that funding is directed to recycling services and requires schools to pay for the landfill they dispose of, acting as an incentive for recycling.
- Expanding grants available to food rescue organisations would be welcome assistance with bridging the gap between the surplus food from commercial outlets and the growing demand for food relief.

7. Re: proposed actions 31-33 for events and away-from-home consumption (pp. 33-34)

- Mandating compostable takeaway packaging would encourage more food waste to be disposed to organics rather than landfill. Inspections of over 3,600 red-lidded waste bins in the City of Marion and a 2019 kerbside bin audit[1] indicate that there is a significant amount of food waste disposed to landfill within plastic bags and plastic takeaway containers (7%).
- The City of Marion has mandated compostable cups, lids, straws, plates/ trays and cutlery since November 2018 and despite extensive engagement with food and drink vendors, every event has seen at least one or two drink vendors supplying plastic lids on compostable coffee cups. In most instances they have been trying to source the correct products but did not have the technical knowledge to know the difference between PS plastic and PLA compostable bioplastic.
- Bin audits have been conducted at the City of Marion's major events since 2015. Despite banning most single-use plastic serve-ware in 2018, it was found that almost all of the food waste and compostable packaging was incorrectly going into the landfill bins despite the provision of 3-bin stations and clear signage, demonstrating that a 3-bin system does not translate into better resource recovery on its own.
- Requiring 3-bin systems at events is essential for capturing food waste and compostable packaging, but it has limited effect and confuses the public if any vendors supply disposable food containers or drink cups that are not compostable. If vendors bring non-compostable coffee cups, foam or plastic food trays, these have been found to contaminate both recycling and organics streams.
- Following the example from WOMADelaide, where compostable packaging and appropriate bins have been provided for numerous years, the City of Marion has commenced utilising volunteer bin monitors at Council run events to educate attendees about compostable packaging and to drive greater resource recovery. This is labour intensive and relies on the efforts of volunteers. At events where bin monitors were not present, many items were still going in the landfill bins.
- Education resources to encourage correct use of a 3-bin system at events would be beneficial to assist the public to recycle better in public places and could also be linked to the 'Which Bin' branding.
- Anecdotal evidence from the City of Marion's bin monitoring at events shows that the public is confused about PLA items being compostable because they look exactly like conventional plastic, and they find it hard to believe these items go in the green bin. If legislation were to drive PLA replacements for all takeaway plastic items, this would reduce the confusion from the public and improve diversion rates from landfill.
- Non-compostable coffee cup lids should be incorporated into the legislation banning single-use plastics as these are commonly used on compostable coffee cups and present a key barrier to effective recycling of compostable coffee cups, one of the biggest volume waste items at community events.
- The Australian Standard AS4736-2006 for compostable products is a voluntary certification[2], however it is critical that compostable plastics carry the Australia Standard certification, and consideration should be given to mandating this standard for suppliers of compostable packaging to

[1] Tamlin, M. and Allan, M. (2019) *City of Marion Kerbside Bin Audit,* Rawtec, p. 12.
[2] Source: https://www.bioplastics.org.au/certification/

ensure greater certainty for businesses seeking to purchase compostable products and to recycle them effectively.

8. **Re: proposed actions 34-38 for infrastructure funding and market support (pp. 35-38)**

- The continued provision of grants and development of sustainable markets for products arising from the recovery of food waste is needed to continue increasing South Australia's capacity to recover quality resources from the organics processing sector and will be critical in advancing a circular economy.

CITY OF MARION

Draft Fleet, Plant and Equipment Asset Management Plan for Endorsement

Originating Officer Unit Manager Asset Solutions - Brendon Lyons

Corporate Manager Manager Engineering, Assets and Environment - Mathew Allen

General Manager General Manager City Services - Tony Lines

Report Reference GC200811R07

REPORT OBJECTIVE

The purpose of this report is to seek endorsement of the draft City of Marion Fleet, Plant and Equipment Asset Management Plan 2020.

RECOMMENDATION

That Council:

1. **Endorses the draft Fleet, Plant and Equipment Asset Management Plan.**

Legal / Legislative / Policy: Local Government Act (1999) Section 122

DISCUSSION

The City of Marion owns and manages a large and diverse asset portfolio, valued at over $1 billion. 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 our residents' quality of life.

Council's assets range from roads and footpaths, to buildings, playgrounds, barbecues, shelters, vehicles, machinery and stormwater drains. In addition, we receive a number of "gifted" assets from State Government and developers which attract ongoing operational and maintenance costs over their life.

The South Australian Local Government Act 1999 and its regulations require each council to have Asset Management Plans covering the management of infrastructure and other major assets of the Council for a period of at least ten years. In addition to the legislative requirement, our role is to ensure our assets meet the needs of the community now and into the future.

The City of Marion's vision for Asset Management is "To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life". It is this vision that is driving asset management improvement at the City of Marion.

What are our Asset Management Obligations

Page 248 Under the Local Government Act 1999 [Chapter 8, Part 1, Section 122 (1)(1a)], Council is required to develop and adopt Asset Management Plans (AMPs). These AMPs form part of Council's strategic documentation and are required to be reviewed as soon as practicable after adopting the Council's annual business plan for a particular financial year; and in any event, within 2 years after each general election of the Council [Chapter 8, Part 1, Section 122 (4)(a)(b)]. This means that the City of Marion is required to adopt a suite of AMPs by November 2020.

In addition, under the Local Government Act 1999 [Chapter 4, Part 5, Section 50], Council is required to provide a reasonable opportunity for interested parties to provide feedback for a minimum period of 21 days.

Over the past 12 months, the Asset Solutions Team has been partnering with Asset Owners to develop AMPs for the following asset classes:

- Transport Assets
- Stormwater Assets
- Fleet, Plant and Equipment Assets
- Water Treatment and Resource Assets
- Building and Structure(s) Assets
- Open Space Assets
- Coastal Walking Trail
- Artwork, Culture and Heritage Assets

The first of these Asset Management Plans seeking Council endorsement is the draft City of Marion Fleet, Plant and Equipment Asset Management Plan 2020 (refer Attachment 1) and covers assets which include (at a high level):

- Fleet (light commercial and passenger vehicles)
- Heavy Plant (trucks, buses and earth moving equipment)
- Portable and Light Plant (trailers, mowers, generators and tools)

The draft Fleet, Plant and Equipment Asset Management Plan was presented to the Finance and Audit Committee for comment at the meeting on 19 May 2020.

Public Consultation Outcomes

Public consultation on the draft Fleet, Plant and Equipment Asset Management Plan was undertaken for the period 26 June to 16 July 2020. The draft plan was available for comment on the 'Making Marion' website. Notices were also placed on social media and in community and business newsletters directing readers to council's website.

What we heard overall – community feedback statistics:

- **98** people viewed the consultation page
- **5** people contributed to the quick poll
- **42** people downloaded the draft Fleet, Plant and Equipment Asset Management Plan 2020

A Quick Poll was run on the Making Marion website that asked "*Overall do you support the intent of the Fleet, Plant and Equipment Asset Management Plan*" with 80% of respondents indicating they supported the draft plan.

Social media posts

On 2, 10 and 15 July City of Marion posted about the project with **1,203** people viewing the first post, **1,372** the second and **872** people viewing the last post with 1 share. The post invited readers to visit and participate on the Making Marion website.

Due to COVID-19 social distancing measures, community engagement was conducted through online technology.

Feedback from the community consultation process has been concluded and the draft Fleet, Plant and Equipment Asset Management Plan is presented for Council endorsement without further modification.

Attachment

#	Attachment	Type
1	Draft Fleet Plant and Equipment Asset Management Plan	PDF File

ATTACHMENT 1

Fleet, Plant and Equipment Asset Management Plan 2020 - 2030

CITY OF MARION



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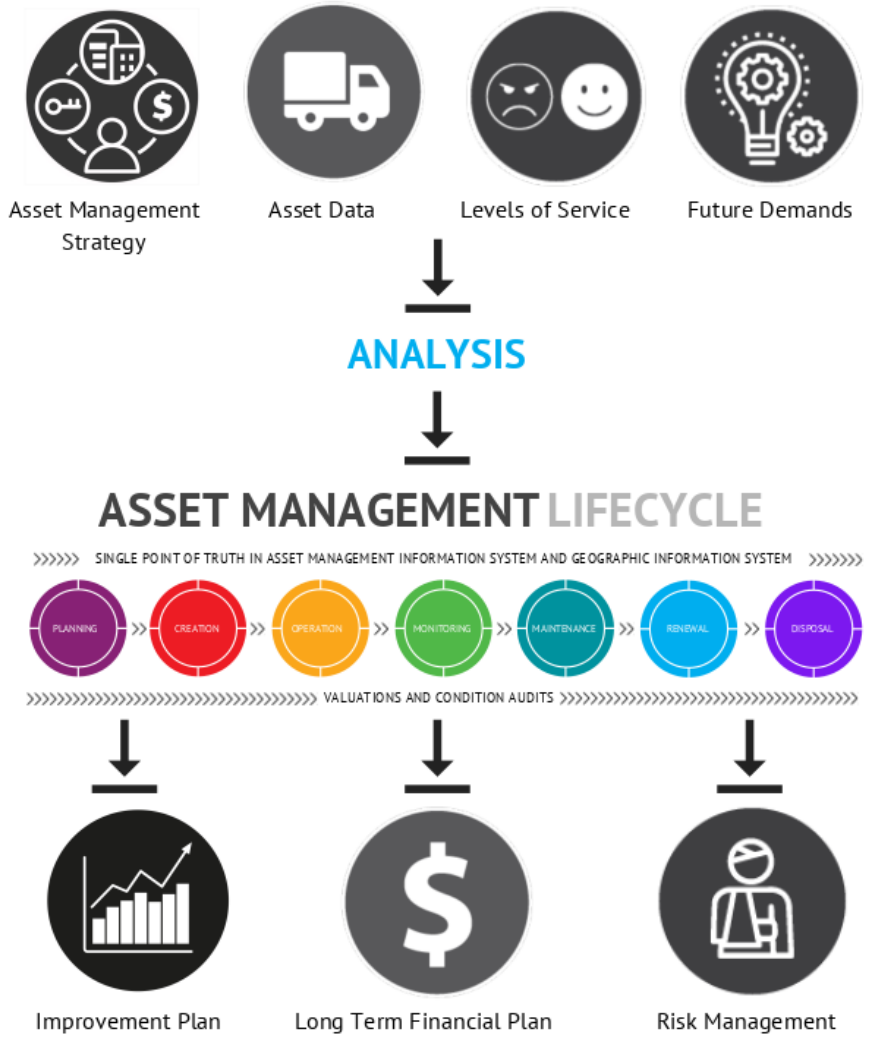
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REFERENCES

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1 - INTRODUCTION

What is this plan about?

The City of Marion uses a range of fleet, plant and equipment assets ('fleet assets') to deliver services to improve our residents' quality of life. These include trucks, mowers, trailers, utilities, buses, light vehicles, earthmoving equipment, mobile/fixed plant, and small plant.

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our fleet assets.

This plan defines the fleet assets that help deliver the services we provide, how they are provided, and the funding required to deliver fleet replacement programs over 10 years.

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation/purchase, renewal and disposal).

What will we do?

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

Small plant (e.g. chainsaws, line trimmers, drills) are not recognised for accounting purposes as assets due to their low value. They are replaced at the end of their useful life (rather than on an official replacement cycle) and are considered 'out of scope' of this Asset Management Plan.

This plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to make fleet assets more environmentally sustainable and resilient to climate change.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently. Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

FLEET, PLANT AND EQUIPMENT ASSET MANAGEMENT PLAN EXECUTIVE SUMMARY

Assets covered by this plan



Fleet
Heavy Plant
Portable and Light Plant

Gross replacement cost $9.5M
Written down value $6.4M
Highly reliable asset data

What it will cost over the 10-year planning period



Renewal (net of disposal proceeds) $8.5M
Operation and Maintenance $15.2M
Total $23.7M

Extended operational life may reflect in marginally higher future maintenance costs

Levels of Service



- Appropriate fleet, plant and equipment to meet service levels set by Council in annual budgets
- Maintenance and servicing compliant with legislative requirements and manufacturers specifications
- Six-monthly safety check
- 95% service fleet availability

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management



Controls manage ageing fleet or technical obsolescence

Funding levels are sufficient to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring



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

Improvement Plan



- Undertake fleet maintenance expenditure cost allocation analysis
- Explore the option of undertaking a fleet maintenance optimisation review
- Explore alternative asset management systems (as part of council's Digital Transformation initiative)
- Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed Levels of Service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

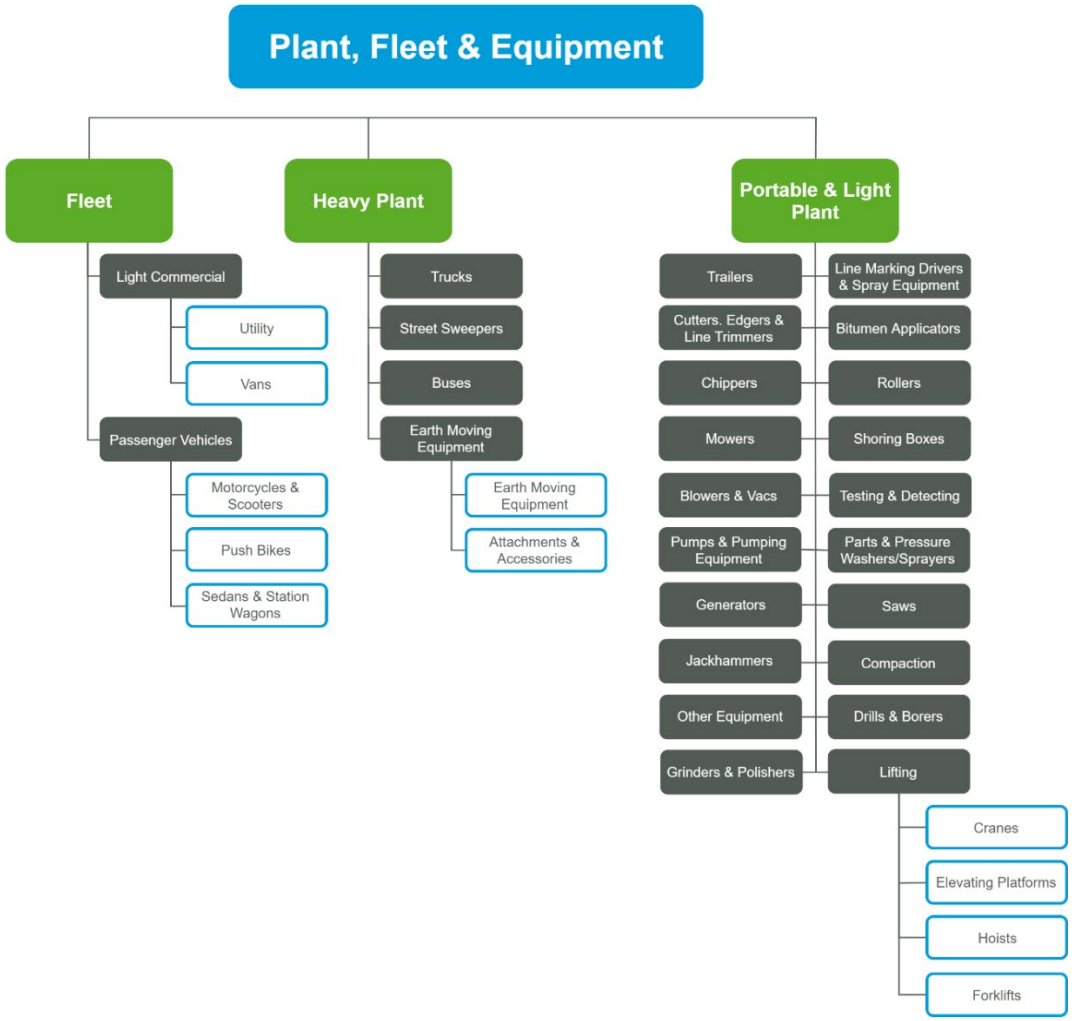
This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy.
It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs through enabling the delivery of services to the service levels adopted by Council.





'Testing and Detecting' includes gas detectors, gas testers, pipe and cable locators, ground penetrating radar (GPR) and Radio-frequency identification detectors (RFID).

Small plant (e.g. chainsaws, line trimmers, drills) are not recognised for accounting purposes as assets due to their low value. They are replaced at the end of their useful life (rather than on an official replacement cycle) and are considered 'out of scope' of this Asset Management Plan.

Fleet assets are used by Council staff to construct, maintain and upgrade infrastructure and land and to transport materials, equipment, Council staff and community members. The table below outlines the current fleet assets and replacement strategy:

	Service Provided	Asset Category	Qty	Purchase Value	Average Age at June 2019	Estimated Annual Average Utilisation	Replacement Timing - Utilisation	Useful Life / Replacement Timing	Disposal Value - % of Purchase Price
Fleet	Transport of materials, equipment and staff	Utilities	21	$618,000	2.6 years	13,200 km	60,000 km	5 years	45%
		Vans	5	$167,000	4.0 years	11,400 km	100,000 km	5 years	40%
		Sedans & Wagons	41	$1,042,000	1.8 years	15,400 km	50,000 km	5 years	60%
Heavy Plant	Transport of community members	Community Buses	2	$185,000	2.6 years	26,000 km	220,000 km	8 years	15%
	Equipment used to carry out works	Trucks - GVM 15001 to 24000 kg	8	$1,434,000	0.9 years	10,500 km	110,000 km	10 years	35%
		Trucks - GVM 6001 to 15000 kg	27	$2,850,000	3.8 years	11,600 km	110,000 km	10 years	35%
		Trucks - GVM 6001 to 15000 kg – Hard Waste Truck only	1	$140,000	5.6 years	23,600 km	180,000 km	8 years	35%
		Trucks - GVM to 6000 kg	0	N/A	N/A	N/A	110,000 km	8 years	35%
		Street Sweepers	2	$615,000	3.0 years	720 hours	5,000 hours	7 years	30%
		Backhoes	4	$586,000	2.2 years	500 hours	4,000 hours	7 years	30%
		Excavators	1	$258,000	7.7 years	270 hours	8,000 hours	10 years	30%
		Loaders	2	$370,000	11.3 years	560 hours	8,000 hours	10 years	30%
Portable and Light Plant		Chippers	2	$168,000	2.8 years	318 hours	3,750 hours	8 years	15%
		Elevating Platforms	2	$163,000	8.8 years	138 hours		10 years	15%
		Forklifts, Cranes, Vibrating Plates, Concrete Saws	20	$242,000	5.9 years	n/a		10 years	10%
		Line Marking Drivers	2	$23,000	3.5 years	n/a		10 years	10%
		Line Marking Spray Equipment	3	$44,000	3.7 years	n/a		7 years	10%
		Mowers	7	$222,000	1.9 years	260 hours	2,000 hours	5 years	15%
		Trailers	17	$295,000	5.6 years	n/a		10 years	10%
		Rollers	2	$72,000	4.7 years	n/a	500 hours	10 years	10%
		TOTAL	**169**	**$9,493,000**					

Note: Utilisation is the primary consideration in decisions regarding retaining or replacing fleet assets.

Data Quality

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	• 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 ± 2%
B	Reliable data	• 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 ± 10%
C	Uncertain data	• 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 ± 25%
D	Very uncertain data	• Based on unconfirmed verbal reports and/or cursory inspections and analysis • Dataset may not be fully complete and most data is estimated or extrapolated. • Accuracy ± 40%
E	Unknown	• Unknown, as none or very little data held

Data confidence is assessed as highly reliable (confidence grade A) for asset data used in the preparation of this plan.

As vehicle pricing does not tend to move in line with indexation, certain prices have been estimated where those vehicles are not replaced with such regularity that today's pricing would be a fair and reasonable estimate

5 - LEVELS OF SERVICE

Community Levels of Service

Community Levels of Service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving Community Levels of Service.

	Community Level of Service	Achieved By
Safety	No preventable injuries	Fleet, plant and equipment assets are risk assessed to ensure they are used safely within the community. This includes emissions, noise levels and compliance.
Quality	Operational requirements are safely and effectively met	Fleet, plant and equipment assets are managed and maintained to best practice industry standards.
Function	Provide sufficient assets to undertake council works to meet Levels of Service	Specifications for fleet, plant and equipment assets meet operator requirements.
Capacity	Availability of appropriate assets	Fleet, plant and equipment assets are risk assessed to ensure they are used safely within the community. This includes emissions, noise levels and compliance.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment	Environmental performance is assessed when selecting fleet, plant and equipment assets, including emission levels.

Fleet assets enable Council to deliver services to the community. Council uses a range of activities to engage with the community and stakeholders on these services, rather than at a fleet level. The improvement plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Surveys.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. . The following table demonstrates the Technical Levels of Service for fleet, plant and equipment assets.

Technical Level of Service	Achieved By
Planning in line with a 10 year asset replacement program based on optimum replacement	Assets planned through 10 year Fleet Replacement Program Assets are provided to meet design standards where these are available. Annual Utilisation Analysis against Fleet Policy and Fleet Replacement Matrix Annual Replacement Program Budget developed and Long Term Financial Plan updated
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs, predicted utilisation and internal hire rates	Assets created to maintain Levels of Service through annual review of the 10 year Fleet Replacement Program All procurement follows the City of Marion Plant Procedure with asset specification and business requirements defined as required Plant Pre-Purchase Health Safety and Environment Checklist, Pre Delivery and Post Delivery Inspections, Pre Hand-Over Training and Risk Assessments are conducted Fleet Plant and Equipment are inspected by City of Marion Workshops as part of the fleet commissioning process
Operation of an asset in the manner it was designed to be used for	Safe Work SA's Code of Practice for Fleet is followed Training Database is maintained, including checks for Heavy Vehicle and High Risk Licencing. Training provided to operators as part of the asset commissioning process, and on an as-required basis. Daily pre-start inspections by drivers/operators with defects reported to workshop staff Service schedules are based on date/kilometres or hours of use as displayed in the Plant Register Items deemed unserviceable are tagged out of service, pending investigation, repair or replacement
Monitoring utilisation and recording asset downtime	Fleet and Plant Timesheets completed Monthly Fuel Invoice Analysis conducted Annual Utilisation Analysis against Fleet Policy and Fleet Replacement Matrix Recording asset downtime (out of service)
Maintenance of assets in line with manufacturer's requirements with flat rates for workshop maintenance and keeping detailed records of reasons for failures	Scheduled maintenance is compliant with industry standards and manufacturers specification Maintenance issues and condition reports are maintained within the Plant Register, Skytrust and the financial management program recording maintenance performed, labour and materials used. Plant Register drives scheduled servicing and maintenance of vehicles
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets are programmed to be replaced based on utilisation triggers to keep them in good condition Assets renewed though 10 year Fleet Replacement Program Annual Utilisation Analysis against Fleet Policy and Fleet Replacement Matrix Annual Replacement Program Budget developed and Long Term Financial Plan updated
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Fleet Policy, Disposal of Land and Assets Policy, and Disposal of Excess Plant Equipment, Stores & Salvaged or Recycled Materials Procedure Disposal of plant to be approved by a member of Executive Leadership Team

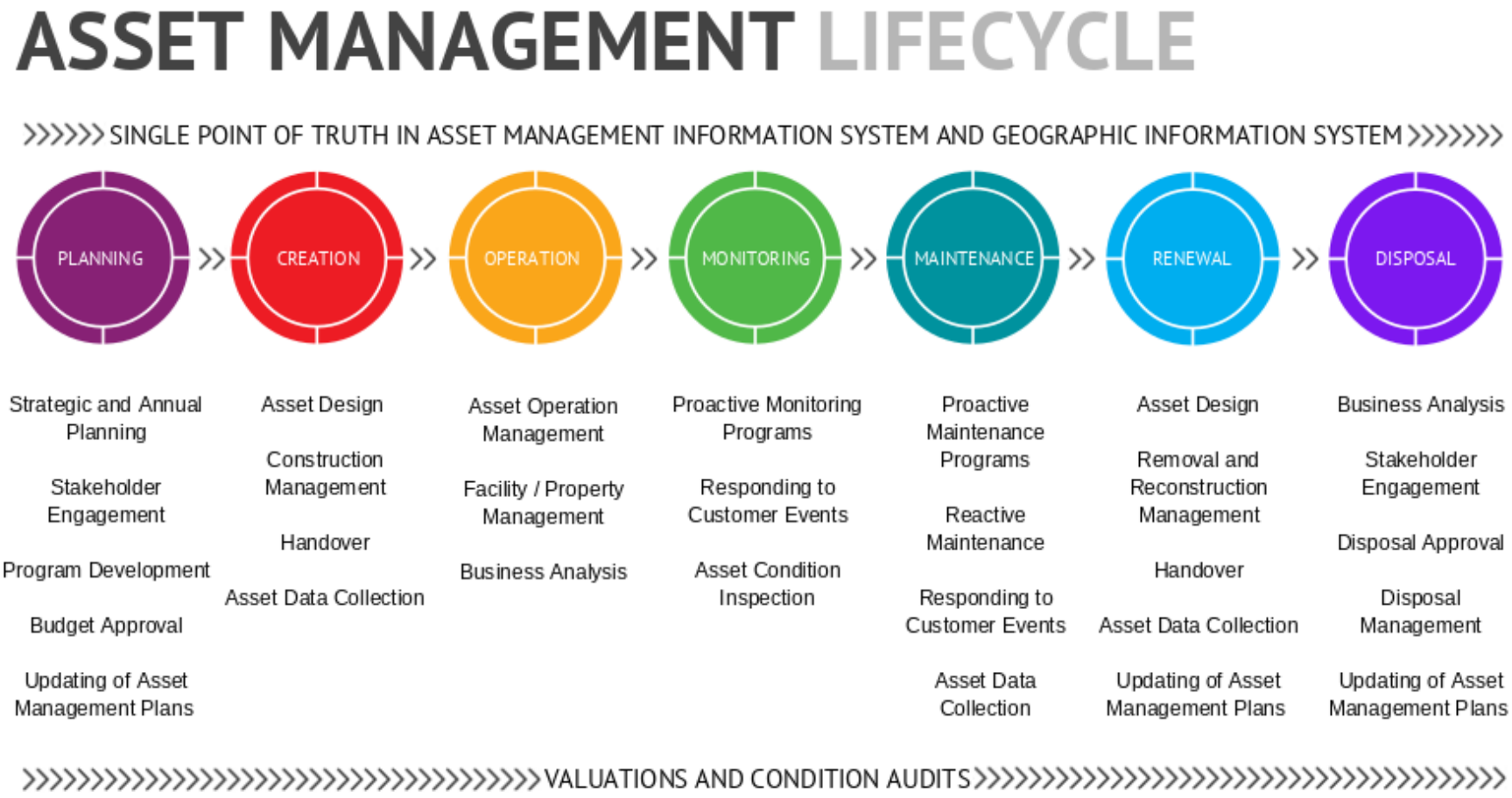
Legislative Requirements

Council considers the following legislative framework in the management of fleet, plant and equipment assets.

Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability
Highways Act 1926	Sets out the legislative framework for roads and road authorities in SA
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long Term Financial Plan
Motor Vehicles Standards Act 1989 (Australian Design Rules)	Sets national standards for vehicle safety, anti-theft and emissions
Relevant Australian Standards	Set standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Relevant Heavy Vehicle National Law and Regulations	Provides laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass
Road Traffic Act 1961	Sets vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
SafeWork SA as Relevant to Fleet Management	Provides the Code of Practice and registration for Managing Risks of Plant in the Workplace
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

When specifying fleet asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services, or reduce risk of downtime.
- Emission levels, alternative fuel sources and other factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset
- Whole of life costs when making buying decisions. Factors include, but are not limited to, purchase costs, future resale values, cost of maintenance over the life of the asset, warranty periods, value adds offered, aftersales support, ownership vs lease.

Future Demands

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

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 such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has minimal impact on our fleet assets; however, we will continue to consider climate change impacts within standard asset replacement processes.

Council will consider emission levels, alternative fuel sources and other environmental factors in future fleet asset replacement decisions, with the intention to transition to procure fleet assets with lower emissions over time, with an expected positive impact on our environment. As at 2018/19, carbon emissions from Council's fleet assets represented 20% of the overall emissions. The City of Marion Carbon Neutral Plan 2020 – 2030 is currently being developed as a roadmap to reduce carbon emissions from Council operations by 2030.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions, insuring against risks and managing failures. Additional assets are provided by contractors (where they have been contracted to provide services to Council) or hired on an as-needs basis.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes, Productivity Commissioner's report and possibility of council amalgamations	Change in services or service levels	Approved business case through annual review of the 10 year Fleet Replacement Program
Social	Changing community demographics, needs and expectations	Change in services or service levels	Monitoring community expectation Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for
Technological	Improvement in capability and emission standards of Car Fleet and Heavy Vehicles, and desire for carbon neutrality	Ability to deliver services at a higher operational level and greater safety features with less environmental impact	Considered within standard replacement cycle. Decisions made on a range of evaluation criteria. The City of Marion Carbon Neutral Plan 2020 – 2030 is being developed
Technological	Increased availability of hydrogen, hybrid and electric vehicles and charging stations	Ability to deliver services at a higher operational level and greater safety features with less environmental impact Vehicles may not be practical for use in emergency assist, such as iResponda	Monitor fuel usage, investigate alternative fuels, review logistics related to availability of filling and / or charging sites Considered within standard replacement cycle. Decisions made on a range of evaluation criteria.
Technological	Smart Cities, autonomous / connected vehicles and machine learning	Changes in design to streetscapes & parking zones to enable different modes of transport Increased proactive maintenance and reduced need for residents to call	Market driven, opportunities to lobby for funding
Technological	Being a smart organisation that uses data to drive decision-making.	Ability to deliver services at a higher operational level achieved through use of in vehicle GPS data. Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery.	Utilisation based asset maintenance and renewal

Area	Demand	Impact on services	Demand Management Plan
Legal	Legal changes	Complex legal and compliance requirements	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria.
Environmental	Impacts of climate change	Change in services or service levels	Considered within standard replacement cycle. Decisions made on a range of evaluation criteria. Climate Risk Assessments will determine impact on asset useful lives Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for
Environmental	Decreased availability of oil from the global fuel market	Reduced or inability to deliver services.	Monitor fuel usage, investigate alternative fuels over time. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	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. Opportunity to share a Fleet Coordinator position Continue to engage and consult with key stakeholders
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.
Relationships	Testing of Levels of Service	Improved 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

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operates, monitors and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Operation includes cost of fuel, registration, insurance, batteries and tyres. Maintenance programs are focused on industry best practice, legislative requirements and design specifications.

Year	Past Maintenance Expenditure		
	Proactive / Planned (Servicing)	Reactive - Unplanned (Repairs)	Total
2016/17	$0.07M	$0.36M	$0.41M
2017/18	$0.06M	$0.40M	$0.46M
2018/19	$0.06M	$0.35M	$0.43M

Council's renewal program minimises the need for heavy reactive maintenance activities as the risk of these is minimised as part of the renewal schedule.

Further analysis of the process of costing fleet maintenance expenditure is required to ensure the allocation of costs between planned versus unplanned maintenance is accurate.

Proactive or planned maintenance is work that is identified and managed through a maintenance management system. Activities include inspection, undertaking scheduled servicing, assessing the condition against failure/breakdown experience, priority of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Reactive or unplanned maintenance is repair work which is carried out in response to failure of an asset, e.g. breakdown, accidental damage, safety repairs (non-scheduled servicing). Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement to minimise downtime.

Year	Operations Budget	Maintenance Budget
2020/21	$0.85M	$0.50M
2021/22	$0.87M	$0.51M
2022/23	$0.89M	$0.53M
2023/24	$0.92M	$0.54M
2024/25	$0.94M	$0.55M
2025/26	$0.96M	$0.57M
2026/27	$0.99M	$0.58M
2027/28	$1.01M	$0.60M
2028/29	$1.04M	$0.61M
2029/30	$1.06M	$0.63M
Total	**$9.53M**	**$5.62M**

Operations expenditure is impacted predominantly by the cost of fuel. The cost of registration and insurance has remained stable or reduced slightly over the past four years due to reductions in overall fleet numbers.

Proactive maintenance work is currently 15% of total maintenance expenditure. Current maintenance expenditure levels are considered to be adequate to meet required service levels.

During 2018 a revised Fleet Policy was adopted which effectively increased the length of time some fleet assets are retained. At this stage no additional maintenance funds have been allowed to maintain fleet, plant and equipment at current service levels. This will be monitored over time, and considered as part of the annual review of the 10 year Fleet Replacement Program.

Council assesses the condition of its fleet assets through a range of planned activities including:

- Daily pre-start inspections by drivers/operators with defects reported to workshop staff
- Regular service schedules (based on date/kilometres or hours of use) undertaken by workshop staff (or contractors as required)
- Six monthly safety check by workshop staff

Repairs are undertaken as and when needed.

ASSET RENEWAL AND DISPOSAL

Renewal is the replacement of an existing fleet asset. Utilisation is the primary consideration in decisions regarding retaining or replacing fleet assets. Low utilisation may also indicate council should consider disposal and/or hiring the asset as required. All utilisation analysis, budget programs and processes are guided by the Fleet Policy and associated Fleet Replacement Program Matrix. Council maintains a rolling ten year Fleet Replacement Program that is reviewed annually in consultation with key internal stakeholders, taking into consideration Council's agreed Optimised Utilisation Fleet Replacement Matrix, actual asset utilisation levels, and asset condition.

Year	Renewal Spend Budget	Disposal Proceeds Budget	Net Budget
2020/21	$1.13M	$0.41M	$0.72M
2021/22	$1.37M	$0.47M	$0.90M
2022/23	$0.64M	$0.25M	$0.39M
2023/24	$1.59M	$0.61M	$0.98M
2024/25	$1.24M	$0.40M	$0.84M
2025/26	$1.31M	$0.45M	$0.86M
2026/27	$0.60M	$0.20M	$0.40M
2027/28	$1.62M	$0.58M	$1.04M
2028/29	$1.43M	$0.50M	$0.93M
2029/30	$2.18M	$0.73M	$1.45M
Total	**$13.11M**	**$4.60M**	**$8.51M**

Fleet assets are typically disposed due to end of useful life (and are being replaced), or are identified as surplus to requirements. All assets are disposed of in accordance with Council's Fleet Policy, Disposal of Land and Assets Policy, and Disposal of Excess Plant Equipment, Stores & Salvaged or Recycled Materials Procedure

Council's Fleet Replacement Program assumes of:

- 'like-for-like' replacement based on the original purchase price (escalated by 10% as at the date of replacement, being our best estimate of 2.5% increase per annum over a fleet with varying useful lives and replacement timeframes).
- Disposal values reflecting our historical returns achieved (reflecting asset consumption over time).

Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield may enhance future activities associated with the process of fleet asset renewal.

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In the last five years, approximately 20 underutilised assets were disposed for approximately $340,000, and not replaced. While this analysis is ongoing, no significant asset has been identified to be suitable for disposal (and not replaced) under this current plan.

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from fleet assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Ageing fleet or technical obsolescence: • High incidence of breakdowns • Increased maintenance costs • Increased downtime • Increased product costs and poor efficiency • Work programs run behind schedule • Increase risk of reactive plant maintenance and down time	Serviced and inspected in accordance with Manufacturer's requirements, including six monthly safety inspections Replace equipment at optimal time Regular condition assessment of key equipment to assist in predicting maintenance and renewal needs Maintenance managed appropriately at an operational level Workshops designed to meet current maintenance requirements	Low	Explore the option of undertaking a review of council's maintenance (and plant inspection processes) to ensure Council's services are optimised to meet current and future fleet maintenance requirements. Explore alternative asset management systems (as part of council's Digital Transformation initiative) to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime.	Low
Injury to operators	Implement WHS Management Plan including safe work procedures and safe work method statements Appropriate measures are undertaken to ensure that the plant is suitable and is not introducing unnecessary risks to employees, including: • Consultation on purchase; • Undertaking of risk assessment; • Implementing risk controls; and • Monitoring and reviewing of risk controls.	Low	Nil	Low

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Damaged fleet assets due to incorrect use	Staff trained in use of new equipment as part of asset commissioning process Staff have current, appropriate licenses to operate plant Training provision and competency levels monitored through Corporate Training Registers	Low	Nil	Low
Inadequate car fleet availability at times	Use of fleet booking system Annual Review of Fleet replacement program	Low	Nil	Low
Underutilised assets as a result of staffing, seasonal weather and communication across departments	Utilisation reviewed annually as part of update of Fleet Replacement Program, and fed into replace/dispose decision making	Low	Nil	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

A backup generator (used to maintain power supply to be able to maintain minimum IT network functionality in the event of a power blackout) is considered a critical item of plant. A regular maintenance and testing regime (including holding backup stocks of diesel to power the generator) have been established to minimise risk of loss of this item.

While losing a variety of fleet assets is likely to cause a degree of disruption, we consider we do not hold any other critical fleet assets, as a variety of risk management actions exist to eliminate/minimise the potential impact on Council's services including:

- adopting additional inspection/maintenance activities/regimes associated with these critical assets;
- hiring replacement fleet items at short notice;
- re-directing alternative Council assets be used; or
- engaging third parties (e.g. contractors, other councils) to provide equivalent services.

8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

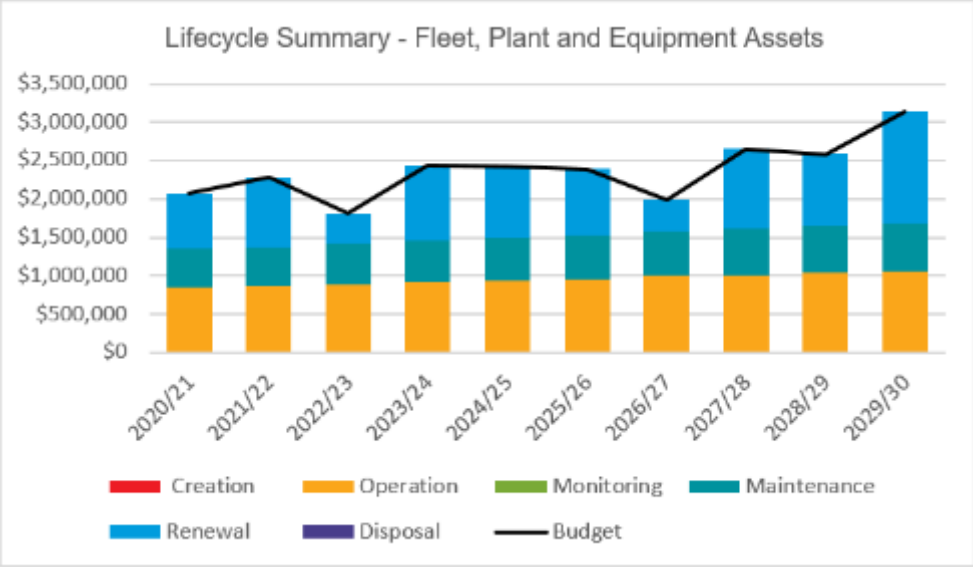
Financial Statements and Projections

The decisions made in adopting this Plan are based on achieving the optimum benefits from the available resources.
This section contains the financial requirements resulting from all the information presented in the previous sections. The financial projections will be refined annually as further information becomes available on desired Levels of Service and current and projected future asset performance.

Council's Fleet Replacement Program assumes:

- 'Like-for-like' replacement based on the original purchase price (escalated by 10% as at the date of replacement, being our best estimate of 2.5% increase per annum over a fleet with varying useful lives and replacement timeframes). Procurement of non 'like for like' fleet assets would be based on an approved business case.
- Disposal values reflecting our historical returns achieved (reflecting asset consumption over time).
- As vehicle pricing does not tend to move in line with indexation, certain prices have been estimated where those vehicles are not replaced with such regularity that today's pricing would be a fair and reasonable estimate.

Funding Strategy



This Asset Management Plan identifies the projected expenditure 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.

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

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is **$2.37M** per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The Lifecycle expenditure over the 10 year planning period is **$2.37M** per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

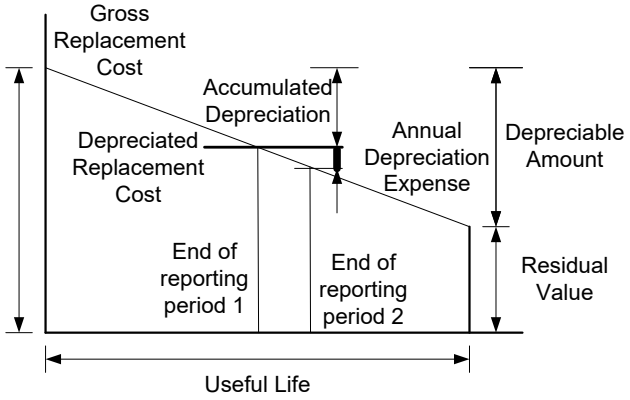
The matching of lifecycle cost to lifecycle expenditure gives asset renewal of **100%** to maintain the service potential of the fleet at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability.

Appendix A contains council's budgeted expenditures accommodated in the Long Term Financial Plan.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this Asset Management Plan is shown below. As assets are replaced regularly in line with Council's 10 year Fleet Replacement Program, the purchase price recorded on the asset register is considered to be adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	**$9.5M**
Depreciable Amount	**$3.1M**
Depreciated Replacement Cost	**$6.4M**
Annual Average Asset Consumption	**$0.9M**

Council's useful life for fleet, plant and equipment is the projected replacement period defined in the Fleet Replacement Program. This includes annualised kilometres and/or hours of use and replacement funds.

Rate of Annual Asset Consumption	**9.6 %** (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal	**100%** (Capital renewal expenditure/Depreciable amount)

In 2020 Council will renew assets at **100%** of the rate they are being consumed and will be increasing its asset stock by **0%** in the year.

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 and capital expenditure and asset values, depreciation expense and carrying amount estimates.

Key Assumptions	Risk of Change to Assumptions
The Long Term Financial Plan will not change over the planning period	Medium
Carbon Neutral Plan may impact asset planning and renewal evaluation criteria	Medium
Climate Risk Assessments may impact asset useful lives	Low
Community level of service expectations remain consistent	Low
No significant changes in legislation	Low
Fleet, plant and equipment are replaced on a 'like for like' basis	Low
Fleet, plant and equipment are replaced based on meeting utilisation thresholds	Low
The materiality threshold for fleet, plant and equipment is $3,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above a Materiality Threshold. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Strategic Procurement Lead	Now
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Now
3	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle	Unit Manager Asset Solutions	June 2021
4	Undertake analysis of the process of costing fleet maintenance expenditure to ensure the allocation of costs between planned versus unplanned maintenance is accurate.	Subject Matter Expert – Unit Manager Operational Support	June 2021
5	Develop targets for community levels of service	Asset Owner – Strategic Procurement Lead	June 2021
6	Explore the option of undertaking a review of Council's maintenance (and plant inspection processes) to ensure Council's services are optimised to meet current and future fleet maintenance requirements.	Subject Matter Expert – Unit Manager Operational Support	June 2021
7	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Unit Manager Asset Solutions	June 2021
8	Investigate feasibility of adding additional questions of Council's future Community Satisfaction Surveys	Unit Manager Asset Solutions	June 2021
9	Explore alternative asset management systems (as part of council's Digital Transformation initiative) to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime.	Unit Manager Asset Solutions	June 2021 (highly dependent on other factors)
10	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
11	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0).	Unit Manager Statutory Finance and Payroll	June 2021 then annually
12	Investigate opportunities to integrate with Carbon Neutral Plan 2020 - 2030 to map out how the City of Marion Fleet Assets can reduce carbon emissions for Council operations by 2030.	Subject Matter Expert – Unit Manager Operational Support	November 2021
13	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Strategic Procurement Lead	November 2021 then annually
14	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Asset Owner – Strategic Procurement Lead	November 2024

APPENDIX A: Budgeted Expenditures Accommodated in Long Term Financial Plan

As vehicle pricing does not tend to move in line with indexation, certain prices have been estimated where those vehicles are not replaced with such regularity that today's pricing would be a fair and reasonable estimate.

FLEET, PLANT AND EQUIPMENT

Financial year ending		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations											
	Operations **budget**	$850	$870	$890	$920	$940	$960	$990	$1,010	$1,040	$1,060
	Management **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	AM systems **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Operations	$850	$870	$890	$920	$940	$960	$990	$1,010	$1,040	$1,060
Maintenance											
	Reactive maintenance **budget**	$350	$350	$370	$370	$380	$390	$400	$410	$420	$430
	Planned maintenance **budget**	$150	$160	$160	$170	$170	$180	$180	$190	$190	$200
	Specific maintenance items **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Maintenance	$500	$510	$530	$540	$550	$570	$580	$600	$610	$630
Capital											
	Planned renewal **budget**	$720	$900	$390	$980	$840	$860	$400	$1,040	$930	$1,450
	Planned upgrade/new **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Non-growth contributed asset value	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Capital	$720	$900	$390	$980	$840	$860	$400	$1,040	$930	$1,450
Asset Disposals		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Est Cost to dispose of assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Carrying value (DRC) of disposed assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Disposal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL		$2,070	$2,280	$1,810	$2,440	$2,330	$2,390	$1,970	$2,650	$2,580	$3,140

CONNECT WITH US ONLINE

City of Marion

@CityofMarion

City of Marion

@CityofMarion

City of Marion
245 Sturt Rd
Sturt SA 5047

Tel (08) 8375 6600
Fax (08) 8375 6699
Email council@marion.sa.gov.au

marion.sa.gov.au

Front Cover Artwork
Title: Touch a Truck
Year: 2019

CITY OF MARION

Local Government Finance Authority Annual General Meeting 2020

Originating Officer	Governance Officer - Angela Porter
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R08

REPORT OBJECTIVE

The purpose of this report is to consider Notice of Motions for forwarding to the Local Government Finance Authority (LGFA) for consideration at the LGFA Annual General Meeting (AGM) 2020 and to nominate a Council Representative.

EXECUTIVE SUMMARY

Councils are invited to submit proposed items of business to be considered for inclusion on the agenda of the Annual General Meeting.

The LGFA Annual General Meeting will be held on Thursday, 29 October 2020 with the format to be advised closer to the date due to COVID-19.

In order for items of business to be considered for the Annual General Meeting of 29 October 2020, proposals must be received no later than 5:00 pm on **Monday, 17 August 2020**.

Section 15(1) of the Local Government Finance Authority of South Australia Act 1983, provides that:-

" Every council is entitled to appoint a person to represent it at a general meeting of the Authority."

As the meetings of the Local Government Association of South Australia will also be held on the above day, it is suggested that the same person be appointed to represent Council on the Association and the Authority.

RECOMMENDATION

That:

1. **The nominated Council Representative for the Local Government Finance Authority Annual General Meeting 2020 is XXX.**

2. **Council submits the following Notices of Motion to the Local Government Finance Authority by 17 August 2020 for consideration at the 2020 Local Government Finance Authority Annual General Meeting:**

XX

3. **On submitting Notices of Motion to the Local Government Finance Authority, the Chief Executive Officer be authorised to amend the wording (without changing the meaning or purpose of the motion) if required.**

4. **Council submits a nomination for Councillor XX and Councillor XX to be considered for a position as Member of the Board.**

DISCUSSION

The LGFA have released a call for Motions for the LGFA Annual General Meeting 2020. In preparation for the meeting, the LGFA have advised Councils of the following information:

Motions

The Rules of the Authority in relation to Annual General Meeting procedures require that a Notice of Motion specifying the resolution which is to be proposed has been given in writing to the Chief Executive Officer not less than forty two days prior to the meeting and to comply with this Rule, it is necessary for Notices of Motion to be submitted to the Local Government Finance Authority of South Australia office on or prior to Friday 21 August 2020.

Member councils are requested to lodge the Notice of Motion in the following manner:-

(a) Notice of Motion
(b) Reason
(c) Suggested Action

Proposed Motions

Members were asked to submit any proposed Notices of Motion to Administration by Friday, 24 July 2020. No motions were received.

It is suggested that upon resolving to submit Notices of Motion to the LGFA, the Chief Executive Officer be authorised to amend the wording (without changing the meaning or purpose of the motion) if required.

Appointment of Council Representative

Section 15(1) of the Local Government Finance Authority of South Australia Act 1983, provides that:-

" Every council is entitled to appoint a person to represent it at a general meeting of the Authority."

As the meetings of the Local Government Association of South Australia will also be held on the above day, it is suggested that the same person be appointed to represent Council on the Association and the Authority.

Nominations for Members of the Board

Section 7(1)(a) of the Local Government Finance Authority of South Australia Act 1983 regarding membership of the board provides:

"(1) Subject to this section, the Board is constituted of seven members of whom -
(a) two are persons elected in accordance with the rules of the Authority;"

and to Section 8(1) which provides:

" 8. (1) Subject to this section, a representative member of the board holds office for a term of two years commencing on the first day of January in the year next succeeding the year in which he or she was elected or appointed."

In accordance with the Rules of the Authority if more than two persons are nominated an election for two representative members will again be determined by postal ballot. The successful candidates will be declared elected at the Annual General Meeting.

Nominations are called to fill the two positions provided by Section 7(1)(a) currently held by Ms Annette Martin (City of Charles Sturt) and by Mr Michael Sedgman (The Rural City of Murray Bridge).

Nominations must be lodged at the Local Government Finance Authority of South Australia office not later than 21 August 2020.

For information, Section 7 (2) of the LGFA Act states:

“At least one member of the board must be a woman and at least one member must be a man”

The current gender status is 4 men and 2 women, 1 vacancy.

Council may wish to consider nominating a candidate of each gender.

Those councils nominating a Member or Officer may wish to forward separately a brief résumé of their nominee which will later be circulated to all councils with the agenda and ballot paper (if a ballot is required).

In Summary

- Notices of Motion are due to the LGFA by 5pm on Monday 17 August 2020
- Nomination of a council representative is required
- Nominations for Members of the Board may be submitted

Attachment

#	Attachment	Type
1	LGFA Advance notice AGM 2020	PDF File

Local Government Finance Authority

TO: **Chief Executive Officers**

RE: **Annual General Meeting – Thursday 29th October 2020**

Advance notice is hereby given that the Annual General Meeting of the Local Government Finance Authority of South Australia will be held on Thursday 29 October 2020. Due to the COVID-19 restrictions, the format of this years meeting will be advised closer to the date.

1. Appointment of Council Representative

Section 15(1) of the Local Government Finance Authority of South Australia Act 1983, provides that:-

" Every council is entitled to appoint a person to represent it at a general meeting of the Authority."

As the meetings of the Local Government Association of South Australia will also be held on the above day, it is suggested that the same person be appointed to represent your council on the Association and the Authority.

A form is attached for your convenience to notify us of your representative. (Appendix 1) Please return same to this Authority **no later than Friday 21 August 2020**.

2. Nominations for Members of the Board

We draw your attention to Section 7(1)(a) of the Local Government Finance Authority of South Australia Act 1983 regarding membership of the board which provides:-

" (a) two are persons elected in accordance with the rules of the Authority;"

and to Section 8(1) which provides:-

" 8. (1) Subject to this section, a representative member of the board holds office for a term of two years commencing on the first day of January in the year next succeeding the year in which he or she was elected or appointed."

Kindly note that in accordance with the Rules of the Authority if more than two persons are nominated an election for two representative members will again be determined by postal ballot. The successful candidates will be declared elected at the Annual General Meeting.

Local Government Finance Authority of South Australia
Suite 1205, 147 Pirie Street, Adelaide SA 5000
P: 08 8223 1550 F: 08 8223 6085 E: admin@lgfa.com.au W: www.lgfa.com.au ABN: 80 189 672 209

Nominations are hereby called to fill the two positions provided by Section 7(1)(a) currently held by Ms Annette Martin (City of Charles Sturt) and by Mr Michael Sedgman (The Rural City of Murray Bridge).

Nominations must be lodged at the Local Government Finance Authority of South Australia office not later than 21 August 2020.

For information we advise that Section 7 (2) of the LGFA Act states:-

"At least one member of the board must be a woman and at least one member must be a man"

Our current gender status is 4 men and 2 women, 1 vacancy.

Councils may wish to consider nominating a candidate of each gender.

A nomination form is attached for your convenience. (Appendix 2)

Those councils nominating a Member or Officer may wish to forward separately a brief résumé of their nominee which will later be circulated to all councils with the agenda and ballot paper (if a ballot is required).

A résumé form in the REQUIRED FORMAT is attached for this purpose. (Appendix 3)

3. Notice of Motion

The Rules of the Authority in relation to Annual General Meeting procedures require that a Notice of Motion specifying the resolution which is to be proposed has been given in writing to the Chief Executive Officer not less than forty two days prior to the meeting and to comply with this Rule, it is necessary for Notices of Motion to be submitted to the Local Government Finance Authority of South Australia office on or prior to Friday 21 August 2020.

Member councils are requested to lodge the Notice of Motion in the following manner:-

(a) Notice of Motion
(b) Reason
(c) Suggested Action

A copy of the appropriate form is attached for your convenience. (Appendix 4)



DAVIN LAMBERT
Chief Executive Officer
Local Government Finance Authority of SA

7 July 2020

Appendix 1

ATTACHMENT 1

Local Government Finance Authority

APPOINTMENT OF COUNCIL REPRESENTATIVE

LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA

2020 ANNUAL GENERAL MEETING

I advise that Mayor / Chairperson / Councillor / Officer / or any other person
is appointed council representative to the Local Government Finance Authority of South Australia.

Council Name	
Council Delegate (Full Name)	Mayor / Chairperson / Councillor / Officer
Delegate Home Address	
Delegate Email Address	
Name of **Chief Executive Officer**	
Signature of **Chief Executive Officer**	

Please return completed Appointment of Council Representative Form to admin@lgfa.com.au
by CLOSING DATE: **Friday 21 August 2020**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

Appendix 2

ATTACHMENT 1

NOMINATION FORM

PURSUANT to a Resolution duly passed

The .....
(Name of Council)

hereby nominate .....
(Full Name)

of .....

being a Member or Officer of a Council for election to the board of the Local Government Finance Authority of South Australia as provided by Section 7(1)(a) of the Local Government Finance Authority Act 1983.

Date this ..... day of 2020

.....
(Signature of Chief Executive Officer)

and I the person nominated hereby agree to accept such nomination

.....
(Signature of Candidate)

Please return completed Nomination Form to admin@lgfa.com.au
by CLOSING DATE: **Friday 21 August 2020**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

Appendix 3

ATTACHMENT 1

RÉSUMÉ FORM

Name	
Address	
Telephone	
Email	
Age (Optional)	
Occupation	
Current Employer	
Qualifications	
Current Position in Local Government: Mayor / Chairman / Councillor / Other	
Name of Council	
Period in Local Government	
Other Committees / Bodies of Local Government Involvement: **Past** **Present**	

Please return completed Resume Form to admin@lgfa.com.au by CLOSING DATE: **Friday 21 August 2020**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

Appendix 4

ATTACHMENT 1

NOTICE OF MOTION

LOCAL GOVERNMENT FINANCE AUTHORITY OF SOUTH AUSTRALIA

2020 ANNUAL GENERAL MEETING

NAME OF COUNCIL: ..……..

NOTICE OF MOTION:

……

REASON:

……

……

……

……

SUGGESTED ACTION:

……

……

……

……

Please return completed Notice of Motion Form to admin@lgfa.com.au
by CLOSING DATE: **Friday 21 August 2020**

(or post to Local Government Finance Authority of SA, Suite 1205, 147 Pirie Street, Adelaide SA 5000)

Draft City of Marion Asset Management Plans for Community Consultation

Originating Officer	Unit Manager Asset Solutions - Brendon Lyons
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R09

REPORT OBJECTIVE

The purpose of this report is to seek endorsement from Council to undertake stakeholder and community engagement on the:

- Draft City of Marion Transport Asset Management Plan
- Draft City of Marion Stormwater Asset Management Plan
- Draft City of Marion Water Treatment and Resources Asset Management Plan

RECOMMENDATION

That Council:

1. **Endorses stakeholder and community engagement for the:**

    - **Draft City of Marion Transport Asset Management Plan**
    - **Draft City of Marion Stormwater Asset Management Plan**
    - **Draft City of Marion Water Treatment and Resources Asset Management Plan**

2. **Notes a further report will be presented to Council on 13 October 2020 outlining the outcomes of the stakeholder and community engagement.**

DISCUSSION

The City of Marion owns and manages a large and diverse asset portfolio, valued at over $1 billion. 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 our residents' quality of life.

Council's assets range from roads and footpaths, to buildings, playgrounds, barbecues, shelters, vehicles, machinery and stormwater drains. In addition, we receive a number of "gifted" assets from State Government and developers which attract ongoing operational and maintenance costs over their life.

The South Australian Local Government Act 1999 and its regulations require each council to have Asset Management Plans covering the management of infrastructure and other major assets of the Council for a period of at least ten years. In addition to the legislative requirement, our role is to ensure our assets meet the needs of the community now and into the future.

The City of Marion's vision for Asset Management is "To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life". It is this vision that is driving Asset Management improvement at the City of Marion.

What are our Asset Management Obligations

Under the Local Government Act 1999 [Chapter 8, Part 1, Section 122 (1)(1a)], Council is required to develop and adopt Asset Management Plans (AMPs). These AMPs form part of Council's strategic documentation and are required to be reviewed as soon as practicable after adopting the Council's annual business plan for a particular financial year; and in any event, within 2 years after each general election of the Council [Chapter 8, Part 1, Section 122 (4)(a)(b)]. This means that the City of Marion is required to adopt a suite of AMPs by November 2020.

In addition, under the Local Government Act 1999 [Chapter 4, Part 5, Section 50], Council is required to provide a reasonable opportunity for interested parties to provide feedback for a minimum period of 21 days.

Over the past 12 months, the Asset Solutions Team has been partnering with Asset Owners to develop AMPs for the following asset classes:

- Transport Assets
- Stormwater Assets
- Fleet, Plant and Equipment Assets
- Water Treatment and Resource Assets
- Building and Structure(s) Assets
- Open Space Assets
- Coastal Walking Trail
- Artwork, Culture and Heritage Assets

The second tranche of Asset Management Plans seeking endorsement for community engagement are the:

- Draft City of Marion Transport Asset Management Plan (snapshot in attachment 1 and full plan in attachment 2)
- Draft City of Marion Stormwater Asset Management Plan (snapshot in attachment 3 and full plan in attachment 4)
- Draft City of Marion Water Treatment and Resources Asset Management Plan (snapshot in attachment 5 and full plan in attachment 6)

These Asset Management Plans have been developed in partnership with the relevant asset owners and subject matter experts and were presented to the Finance and Audit Committee for comment at the meeting on 10 July 2020. The Finance and Audit Committee suggested a number of improvements that have been incorporated into the Asset Management Plans including the development of an asset snapshot to present to the community with the full Asset Management Plan technical documents available for those who wish to read the details of the plan.

This report is the second of three reports that seeks endorsement from Council to undertake community engagement on the respective Asset Management Plans.

Public consultation

Community and stakeholder engagement on these Asset Management Plans will be focussed on the snapshots (attachments 1, 3 and 5) and undertaken for the period 20 August to 9 September 2020. The draft plans and opportunity for comment will be available on the ‘Making Marion’ website. Notices will also be placed on social media and in community and business newsletters directing readers to Council’s website.

Any feedback from the community consultation process will be considered and will inform the Asset Management Plans to be presented for Council’s consideration and adoption at the General Council meeting to be held on 13 October 2020.

Attachment

#	Attachment	Type
1	Attachment 1 Snapshot of Draft Transport Asset Management Plan	PDF File
2	Attachment 2 Draft Transport Asset Management Plan	PDF File
3	Attachment 3 Snapshot of Draft Stormwater Asset Management Plan	PDF File
4	Attachment 4 Draft Stormwater Asset Management Plan	PDF File
5	Attachment 5 Snapshot of Draft Water Treatment and Resources Asset Management Plan	PDF File
6	Attachment 6 Draft Water Treatment and Resources Asset Management Plan	PDF File

HAVE YOUR SAY TRANSPORT ASSETS

Your feedback will help shape the development of our Asset Management Plans so that we offer the right levels of service for our assets for the future.

- **How well do they perform?**
- **Are they delivering our Community Levels of Service?**
- **What can be improved?**



Find out more and provide feedback at
makingmarion.com.au

Comments close on 9 September 2020

Transport assets include roads for vehicles and cyclists, footpaths for pedestrians and cyclists, car parks and streetscapes for aesthetics.

CONNECTING OUR COMMUNITY

The City of Marion provides a transport network to support the safe and efficient movement of people whether by foot, bicycle or vehicle and the transportation of goods.

It provides access to schools, shopping centres, work, home and recreational areas. It provides connections for our community and promotes a healthy lifestyle.

Continued asset monitoring ensures transport assets are maintained to a high standard.

Our reactive maintenance program is used to repair any defects that may cause any failures to occur prematurely or respond to customer requests.

WHAT YOU TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believe that providing and maintaining transport assets is of a high importance.

Roads	Footpaths and Kerb Ramps	Street Lighting
71% Satisfied 97% Important	71% Satisfied 97% Important	81% Satisfied 97% Important

HOW WE HAVE LISTENED

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

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

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

In response to the 2019 Community Satisfaction Survey, we launched a 'Footpath Blitz' community campaign to identify any defects and broken footpaths across the city. A maintenance program is being developed to repair and make safe any risks within the footpath network.

3650 tonnes of recycled road surface products were laid in 2018/19 which is equivalent to 1,990,000 plastic bag equivalents and 66,000 used printer cartridges.

Our street lighting transition upgraded old inefficient street lights to new LED energy efficient lights.

WHAT WE ARE DELIVERING

Extending the useful life of road seal and pavement assets through our reseal program and proactive maintenance program

Upgrading Streetscapes throughout the City of Marion

Disability Discrimination Act compliance of all bus shelters and stop pads by December 2022

Disability Discrimination Act compliance of all kerb ramps by 2030

Maximising the useful life of our bridges through a new annual proactive maintenance program

Upgrading old road signs with new compliant signs with the City of Marion Logo.

Implementing a smart street lighting action plan

Exploring what we can do to build asset resilience in response to climate impacts supported by a rolling cycle of condition assessments

Continuing to assess innovation opportunities through rapid changes in technology



makingmarion.com.au

TRANSPORT ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Roads
Kerb and Water Table
Footpaths
Traffic Control Devices
Kerb Ramps
Bridges
Street Furniture
Bus Stops
Street Lighting
Retaining Walls

Gross replacement cost $627.23M
Reliable to uncertain asset data.

What it will cost over the 10-year planning period



Planning	$0.00M
Creation	$17.38M
Operation	$9.20M
Monitoring	$0.83M
Maintenance	$21.40M
Renewal	$82.36M
Disposal	$0.00M
Total	$131.16M

Levels of Service



- Safe and quality transport assets.
- Sufficient transport assets that meet functionality and capacity demands.
- Sustainable infrastructure that meets high quality standards and is environmentally friendly.

Funding levels are sufficient to continue to provide identified Community Levels of Service.

Risk Management



- Budget Reduction
- Climate Change
- Asset Failure / Collapse

Funding levels are sufficient to manage risks by monitoring the asset condition and defects through cyclic inspection programs.

Future Demands managed through ongoing monitoring



- Streetscapes
- Population growth
- Demand for alternative transport modes
- SA 20 year Infrastructure Strategy
- Climate change
- Infrastructure resilience

Improvement Plan



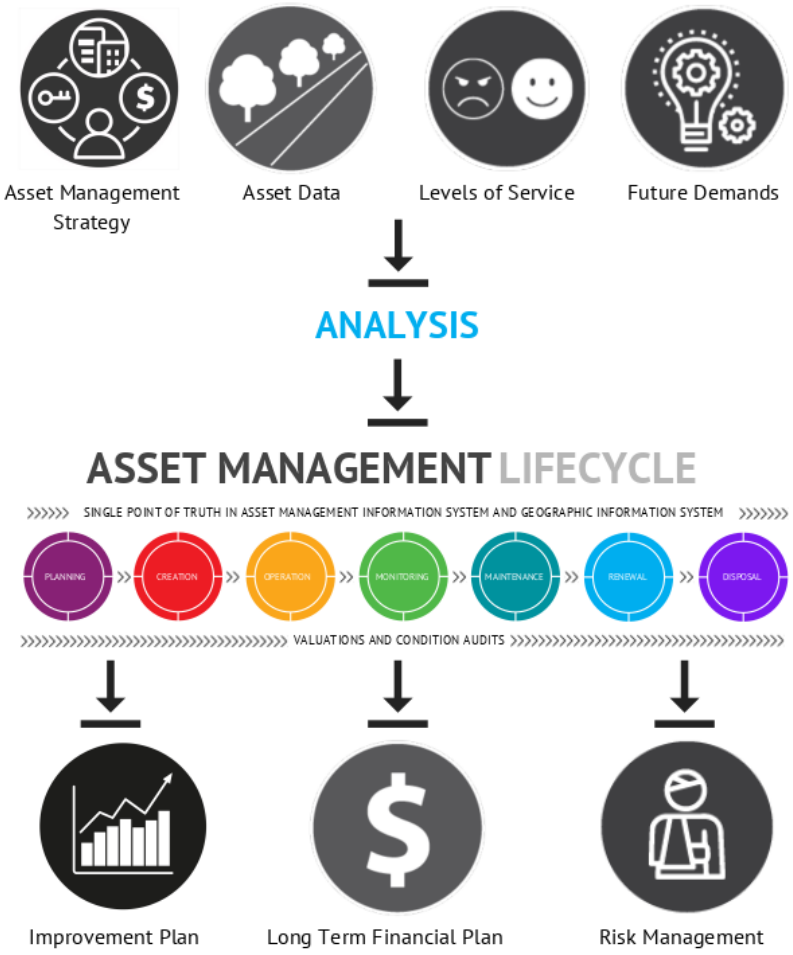
- Condition Audit program for all transport asset classes.
- Review and update Asset Management Plan annually when new data is available.
- Integrate asset and financial management systems.
- Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability.
- Develop targets for Community Levels of Service.
- Undertake the action plans for each asset class.

DRAFT Transport Asset Management Plan 2020 - 2030



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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.

IPWEA, 2015, 3rd edn. 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

1 - INTRODUCTION

What is this plan about?

The City of Marion provides a transport network to support the safe and efficient movement of people whether by foot, bicycle or vehicle and the transportation of goods. It provides access to schools, shopping centres, work, home and recreational areas. It provides connections for our community and promotes a healthy lifestyle.

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our assets.
This plan defines the transport assets that help deliver the services we provide, how they are provided, and the funding required over 10 years.

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation/purchase, renewal and disposal).

What will we do?

A significant part of our annual spend is devoted to the repair, maintenance and upgrade of the public assets which deliver our safe and sustainable services. We will continue to optimise our spending through better asset management to deliver current service levels in the most affordable and efficient way.
We will maximise community benefits against costs. We will review and develop options, costs and priorities for future services. We will engage with our community to plan future services to match their service needs with the ability to pay for services.

This plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019) which focus on asset maintenance and like-for-like-renewals. Any upgrades or new asset expenditure will require Council prioritisation.

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. In addition, Council recognises the rapid change in technology and innovation and this will continue to be assessed through ongoing reviews of this plan.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently.
Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding

2 - EXECUTIVE SUMMARY

TRANSPORT ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Roads	Bridges
Kerb and Water Table	Street Furniture
Footpaths	Bus Stops
Traffic Control Devices	Street Lighting
Kerb Ramps	Retaining Walls

Gross replacement cost $627.23M
Reliable to uncertain asset data.

What it will cost over the 10-year planning period



Planning	$0.00M
Creation	$17.38M
Operation	$9.20M
Monitoring	$0.83M
Maintenance	$21.40M
Renewal	$82.36M
Disposal	$0.00M
Total	$131.16M

Levels of Service



- Safe and quality transport assets.
- Sufficient transport assets that meet functionality and capacity demands.
- Sustainable infrastructure that meets high quality standards and is environmentally friendly.

Funding levels are sufficient to continue to provide identified Community Levels of Service.

Risk Management



- Budget Reduction
- Climate Change
- Asset Failure / Collapse

Funding levels are sufficient to manage risks by monitoring the asset condition and defects through cyclic inspection programs.

Future Demands managed through ongoing monitoring



- Streetscapes
- Population growth
- Demand for alternative transport modes
- SA 20 year Infrastructure Strategy
- Climate change
- Infrastructure resilience

Improvement Plan



- Condition Audit program for all transport asset classes.
- Review and update Asset Management Plan annually when new data is available.
- Integrate asset and financial management systems.
- Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability.
- Develop targets for Community Levels of Service.
- Undertake the action plans for each asset class.

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed Levels of Service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs through enabling the delivery of services to the service levels adopted by Council. Transport assets include roads for vehicles and cyclists, footpaths for pedestrians and cyclists, car parks and streetscapes for aesthetics.

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising whole-of-life costs. Utilisation is a key consideration impacting on council's replacement decision making processes. All transport assets are maintained, renewed and upgraded based on condition, safety and risk. At this stage no asset service hierarchy applies.

Asset Category	Asset Sub-Category	Useful Life
Roads	Seal	25 years
	Pavement	60 years
Bridges		80 years
Footpaths	Footpaths	50 years
	Shared Paths	20 years
	Stairs	80 years
Kerb and Water Table		70 years
Kerb Ramps		70 years
Street Lighting		50 years
Bus Stops		20 years
Street Furniture		15 years
Traffic Control Devices	Roundabouts	70 years
	Crash Barriers	80 years
Retaining Walls		80 years



Figure 1: Welcome to City of Marion Sign in Hallett Cove

Data Quality

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	• 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 ± 2%
B	Reliable data	• 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 ± 10%
C	Uncertain data	• 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 ± 25%
D	Very uncertain data	• Based on unconfirmed verbal reports and/or cursory inspections and analysis • Dataset may not be fully complete and most data is estimated or extrapolated. • Accuracy ± 40%
E	Unknown	• Unknown, as none or very little data held

Following an extensive data cleanse data confidence is assessed as reliable to uncertain (confidence grades B to C) for the best available data used in the preparation of this Asset Management Plan. Improving data quality has been added to the Improvement Plan.

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.

ROADS

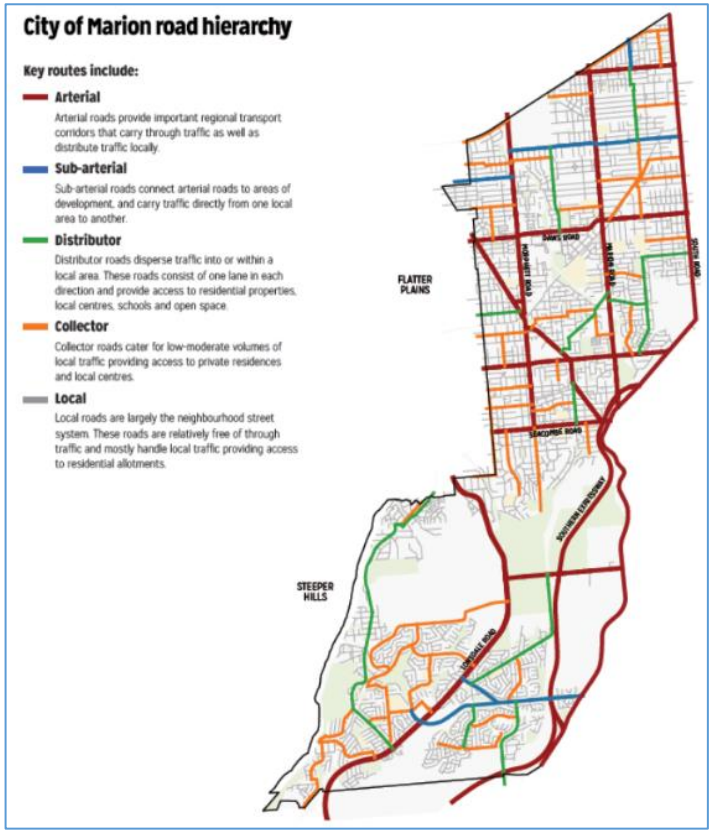
Roads are important for our communities; they support safe and efficient movement of people whether by bicycle or vehicle and the transportation of goods.

Roads provide connections and access to schools, shopping centres, work, home and recreational areas which help economic development within the City of Marion.

493 km of Road

Road Network value
$235 million

Note: The City of Marion cares for and maintains many local roads; however, there are some main roads (Arterial Roads) that are under the care and control of the Department of Planning, Transport and Infrastructure (DPTI)



WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believed that providing and maintaining roads were of a high importance.

"It's a pleasure driving in my area Sheidow Park. The Marion area in general has nice landscaping and good roads." – City of Marion Resident

"Would like to see potholes filled and made smooth. Smooth road travel is important for safety" –City of Marion Resident

71% Satisfied

97% Important

HOW WE HAVE LISTENED
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety/Quality	Provide a safe and quality road network for vehicles and cyclists
Functionality / Capacity	Provide a road network that provides effective access and/or movement as identified within the Road Hierarchy
Sustainability	Plan and construct roads that are environmentally sustainable and minimise waste. Roads to be preserved to extend the assets remaining life at the optimal total cost

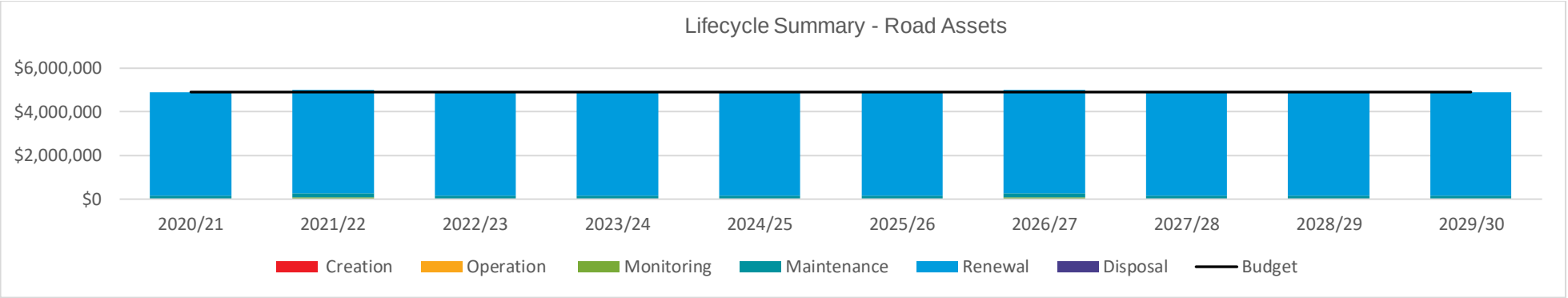
WHAT WE PLAN TO DO
Our 2018 condition data shows that the condition of our road pavements and seals are fair. The City of Marion will continue to adopt a reseal program and a proactive maintenance program to extend useful life of road seal and pavement assets. The current funding is enough to ensure that road maintenance and renewals continue to remain within the desired service levels for Road assets.

The City of Marion has also undertaken a trial into a new road surface product called Reconophalt which consists of recycled plastic bags, toner from printer cartridges and Reclaimed Asphalt Product. 3650 tonnes were laid in 2018/19 which is equivalent to 1,990,000 plastic bag equivalents and 66,000 used printer cartridges. The City of Marion will continue to closely monitor the trial sites with Council's principal road contractor to track performance. Also, City of Marion uses reclaimed asphalt product (RAP) at 30% in all new asphalt road reseals.

ROAD LIFECYCLE ACTIVITIES
Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way.

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Defect and Condition Auditing (5 year frequency)	Quality
Maintenance	• Reactive Maintenance (Potholes) • Proactive Maintenance (Crack Sealing and Road Rejuvenation)	Safety / Quality
Renewal	• Resealing Program	Quality / Sustainability

Note: The Road Reseal program includes the resealing of all Streetscape roads, one year after the streetscape has finished.



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2021/22	$0	$0	$90,000	$160,000	$4,750,000	$0	**$5,000,000**
2022/23	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2023/24	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2024/25	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2025/26	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2026/27	$0	$0	$90,000	$160,000	$4,750,000	$0	**$5,000,000**
2027/28	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2028/29	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2029/30	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
TOTAL	**$0**	**$0**	**$180,000**	**$1,600,000**	**$47,500,000**	**$0**	**$49,280,000**

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

UP AND COMING MAJOR STREETSCAPE UPGRADE PROJECTS

- Birch Crescent, Mitchell Park – Streetscape Project
- Alawoona Avenue, Mitchell Park – Streetscape Project
- Quick Road, Mitchell Park – Streetscape Project
- The Cove Road, Hallett Cove – Streetscape Project

NEXT STEPS

- Undertake condition audit in 2021/22 then every five years (in conjunction with Kerb and Watertable condition audit)
- Review Reconophalt trials and RAP content and performance annually – continue to explore other innovative sustai road products and technologies
- Update this asset class analysis annually as new data becomes available

KERB AND WATERTABLE

The Kerb and Watertable provides stormwater protection to properties by keeping stormwater within the road corridor and allows stormwater to freely drain along the street toward a stormwater catchment system.

Kerb and Watertable also provides a vehicle edge control and provides an edge restraint for pavements. Kerb and Watertable on arterial roads are the responsibility of Council.

908 km of Kerb and Water Table

Kerb Network value $157 million

Note: Stormwater Pits and Pipes are not included in this Asset Management Plan. Please refer to the Stormwater Asset Management Plan.



Figure 2: Kerb and Watertable located at Finniss Street, Marion

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believed that providing and maintaining footpaths and kerb ramps were of a high importance.

"The state of footpaths and kerbs here just remain broken and never seem to get fixed." – City of Marion Resident

71% Satisfied

98% Important

HOW WE HAVE LISTENED

Understanding what is important to our community, we have developed the Communities Levels of Service:

Safety / Quality	Provide Kerb and Watertable that allows safe and efficient passage of stormwater
Capacity / Functionality	Provide Kerb and Watertable that meets Australian Standards and Best Practise and caters for stormwater demand
Sustainability	Construct Kerb and Watertable with recycled base aggregate to minimise waste

WHAT WE PLAN TO DO

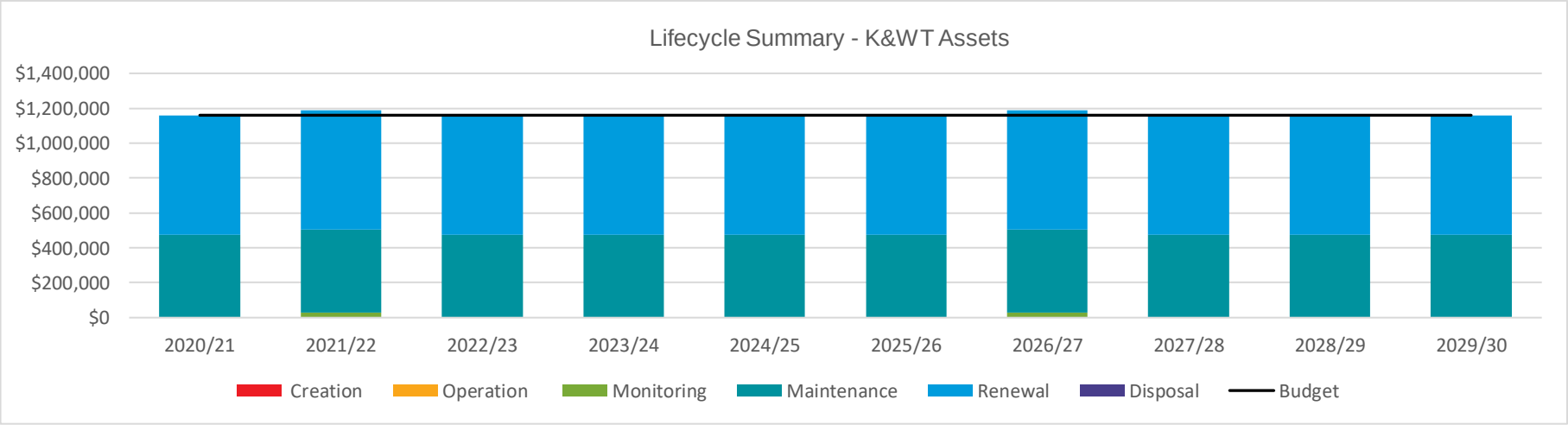
Typically the failure of Kerb **and** Watertable is difficult to predict (as asset failure occurs from tree roots, private works damage and/or service connections) and mainly relies on a reactive response. We currently undertake a proactive renewal program the year prior for roads that are identified in the road reseal program to ensure Kerb and Watertable are in good condition before the road is renewed.

Full renewals of Kerb and Watertable are currently identified for Streetscape projects.

KERB AND WATERTABLE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Condition Auditing (5 year frequency)	Quality / Functionality
Maintenance	• Reactive Maintenance (Small section Kerb Replacement)	Safety / Quality
Renewal	• Large section Kerb and Watertable Renewal Program (with the Road Reseal Program) • Full Kerb and Watertable Renewal (Streetscapes Program)	Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2021/22	$0	$0	$30,000	$475,000	$685,000	$0	**$1,190,000**
2022/23	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2023/24	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2024/25	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2025/26	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2026/27	$0	$0	$30,000	$475,000	$685,000	$0	**$1,190,000**
2027/28	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2028/29	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2029/30	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
TOTAL	**$0**	**$0**	**$60,000**	**$4,750,000**	**$6,850,000**	**$0**	**$11,660,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

UP AND COMING KERB AND WATERTABLE PROJECTS

- Sturt Road, Sturt – Streetscape Project
- Birch Crescent, Mitchell Park – Streetscape Project
- Diagonal Road, Oaklands Park – Streetscape Project
- Morphett Road, Warradale – Streetscape Project
- Alawoona Avenue, Mitchell Park – Streetscape Project
- Quick Road, Mitchell Park – Streetscape Project
- The Cove Road, Hallett Cove – Streetscape Project

NEXT STEPS

- Undertake condition audit in 2021/22 then every five years (In conjunction with Roads)
- Develop forward works programs for Maintenance, Renewal, Upgrade and New Kerb and Watertable
- Explore environmentally sustainable materials, products and technologies with Kerb and Watertable annually
- Update this asset class analysis annually as new data becomes available

FOOTPATHS

Footpaths, Shared Paths and Stairs are all assets that provide connections for our community and promote a healthy lifestyle.

832 km of Footpaths

32 km of Shared Paths

12 sets of Stairs

Footpath Network value $131 million



Figure 3: Shared Path on the Sturt River Linear Trail

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believed that providing and maintaining footpaths and kerb ramps were of a high importance.

"I would like to see more attendance to the upkeep of footpaths so as residents can't trip on the uneven joins in the concrete paths." – City of Marion Resident

"Extremely impressed with speed in which my concern regarding unsafe pavement was reconciled. I rang in the morning, I received phone call response late afternoon same day! " – City of Marion Resident

71% Satisfied

98% Important

HOW WE HAVE LISTENED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety/Quality	Provide a safe and quality footpath network for pedestrians and cyclists
Capacity	Provide a footpath network that meets the requirements for pedestrians and cyclists (including meeting Disability Discrimination Act (DDA) and Australian Standards requirements)
Functionality	Provide at least 1 footpath per street (subject to local community consultation)
Sustainability	Construct footpaths with recycled base aggregate to minimise waste

WHAT WE PLAN TO DO

Our data shows that the condition of our footpaths is fair. The City of Marion currently undertakes a number of programs that focus on maintenance and renewal such as the large area/ slab renewal program, shared path program, New/Upgrade program and a Streetscape upgrade program.

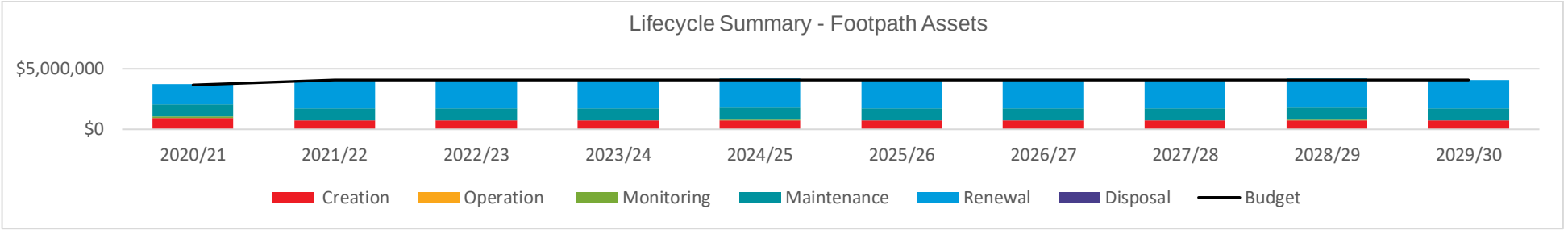
In response to the 2019 Community Satisfaction Survey The City of Marion commenced a campaign 'Footpath Blitz' which called on the community to identify any defects and broken footpaths across the city. The locations help us develop a maintenance program to repair and make safe any risks within the footpath network.

A detailed condition and defect audit will be undertaken in 20/21 to review future forward works programs.

FOOTPATH LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	• New Footpath Program • Footpath Upgrade Program • New Shared Path Program • Streetscape Program	Functionality / Capacity / Sustainability
Monitoring	• Defect and Condition Auditing (4 year frequency)	Quality / Functionality
Maintenance	• Reactive Maintenance (Concrete Footpath repair and grinding, lift and relay pavers, Pothole repairs etc.)	Safety / Quality
Renewal	• Large Area/Slab Renewal Program	Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$940,000	$0	$100,000	$1,005,000	$1,720,000	$0	**$3,765,000**
2021/22	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2022/23	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2023/24	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2024/25	$710,000	$0	$100,000	$1,005,000	$2,360,000	$0	**$4,175,000**
2025/26	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2026/27	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2027/28	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2028/29	$710,000	$0	$100,000	$1,005,000	$2,360,000	$0	**$4,175,000**
2029/30	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
TOTAL	**$7,330,000**	**$0**	**$300,000**	**$10,050,000**	**$22,960,000**	**$0**	**$40,640,000**

Note: 40% of the Streetscape budget is allocated to Footpaths.

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

UP AND COMING FOOTPATH PROJECTS

- Birch Crescent, Mitchell Park – Streetscape Project
- Diagonal Road, Oaklands Park – Streetscape Project
- Morphett Road, Warradale – Streetscape Project
- Quick Road, Mitchell Park – Streetscape Project
- The Cove Road, Hallett Cove – Streetscape Project
- Alawoona Avenue, Mitchell Park – Streetscape Proj

NEXT STEPS

- Undertake condition and defect audit on the footpath network in 2020/21 then every four years
- Develop forward works programs for Maintenance, Renewal, Upgrade and New footpaths
- Develop a footpath hierarchy model to help priorities forward works programs
- Undertake a footpath network gap analysis for missing links within the footpath network
- Update this asset class analysis annually as new data becomes available

TRAFFIC CONTROL DEVICES

Traffic Control Devices exist to assist with functionality of the road network, control traffic movements and keep road users safe.

Typical Traffic Control Devices include Roundabouts, Driveway Links, Median Islands, Crash Barriers, Pedestrian Crossings, Road Humps, Signs, Safety Bar Layouts and Line Marking.

1797 Traffic Control Devices

Traffic Control Device value $15 million



Figure 4: Speed cushion on Trott Grove, Oaklands Park





Figure 5: Roundabout and Crash Barrier within the City of Marion

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey didn't include any questions related to the importance or satisfaction of Traffic Control Devices or how we service them within the City of Marion. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys.

WHAT WE HAVE ASSUMED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and quality traffic control devices that meet Australian Standards
Capacity / Functionality	Provide effective traffic control treatments where required in line with the road hierarchy
Sustainability	Use environmentally sustainable materials and products that are effective for the application

WHAT WE PLAN TO DO

Councils installs a number of traffic control devices each year to meet the growing number of community requests and traffic investigations recommendations. The demand for traffic control devices are assessed on a range of criteria and priorities and balanced against available funds and substantiated risks.

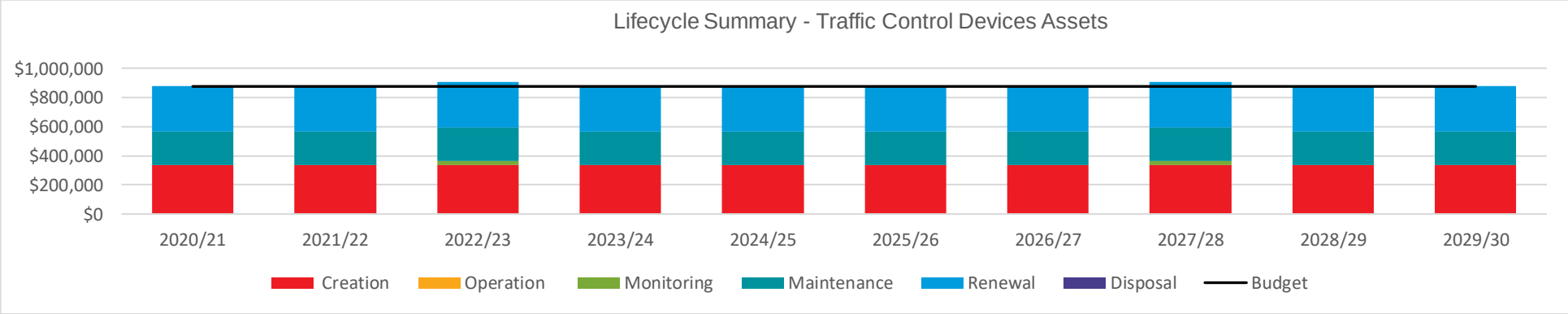
Line marking maintenance operates on a 2 year cyclic program to ensure lines and safety bar layouts are visible and provides a safe road environment.

The City of Marion undertake a traffic data survey program which is an ongoing program that monitors the road network in relation to traffic volumes, speeds and commercial activity to ensure the road network is functioning as designed.

TRAFFIC CONTROL DEVICE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	• Traffic Control Device Upgrade Program • New Traffic Control Device Program	Functionality / Capacity / Safety / Quality / Sustainability
Monitoring	• Traffic Data Surveys • Defect and Condition Auditing (5 year frequency)	Quality / Functionality
Maintenance	• Reactive Maintenance • Planned Line Marking Maintenance • Proactive sign replacement program	Safety / Quality
Renewal	• Traffic Control Device Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2021/22	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2022/23	$335,000	$0	$30,000	$230,000	$310,000	$0	**$905,000**
2023/24	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2024/25	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2025/26	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2026/27	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2027/28	$335,000	$0	$30,000	$230,000	$310,000	$0	**$905,000**
2028/29	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2029/30	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
TOTAL	**$3,350,000**	**$0**	**$60,000**	**$2,300,000**	**$3,100,000**	**$0**	**$8,810,000**

Note: Traffic Surveys are undertaken in-house.

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

NEXT STEPS

- Develop priorities matrix and a plan for Maintenance, Renewal, Upgrade and New
- Undertake a condition audit in 2023/24 then every five years
- Explore innovative data collection using machine learning
- Update this asset class analysis annually as new data becomes available

KERB RAMPS

Kerb ramps are solid ramp graded down from the top surface of a footpath to the surface of an adjoining street. Kerb Ramps are positioned for safe road crossings points within the footpath network with smooth grades and safe sight lines.

6858 Kerb Ramps

Kerb Network value



Figure 6: Kerb Ramp in Hallett Cove

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believed that providing and maintaining footpaths and kerb ramps were of a high importance.

71% Satisfied

98% Important

HOW WE HAVE LISTENED

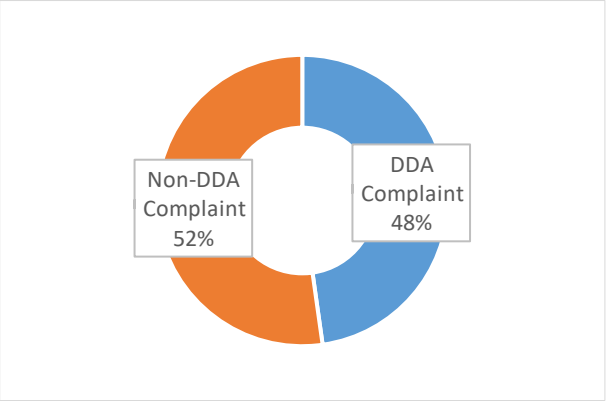
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide kerb ramps that allows safe passage for pedestrians, cyclists, mobility scooters and Wheelchairs. Provide DDA compliant kerb ramps
Capacity / Functionality	Provide Kerb Ramps where required within the footpath and cycling network
Sustainability	Construct kerb ramps with recycled base aggregate to minimise waste

WHAT WE PLAN TO DO

Our data shows that our kerb ramps aren't all complying with DDA requirements with approx. 48% of kerb ramps meeting the current standard. The City of Marion will aim for DDA compliance by 2030.

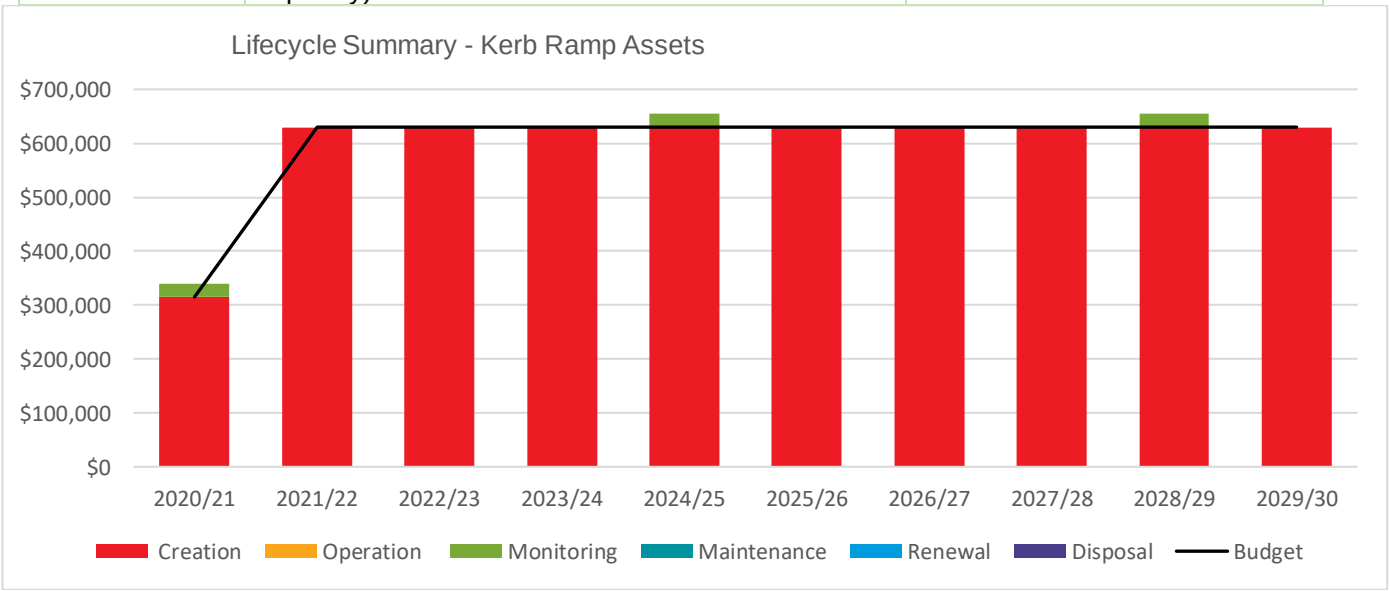
This will increase the current funding from $50k to $630k per year from 2021/22 (the 2020/21 budget will increase to $315k to allow time to create an upgrade program and undertake a network analysis).



KERB RAMP ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	•New Kerb Ramp Program •Kerb Ramp Upgrade Program	Functionality / Capacity / Sustainability
Monitoring	•Condition Auditing / Network Assessment (4 year frequency)	Quality / Functionality



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$315,000	$0	$25,000	$0	$0	$0	**$340,000**
2021/22	$630,000	$0	$0	$0	$0	$0	**$630,000**
2022/23	$630,000	$0	$0	$0	$0	$0	**$630,000**
2023/24	$630,000	$0	$0	$0	$0	$0	**$630,000**
2024/25	$630,000	$0	$25,000	$0	$0	$0	**$655,000**
2025/26	$630,000	$0	$0	$0	$0	$0	**$630,000**
2026/27	$630,000	$0	$0	$0	$0	$0	**$630,000**
2027/28	$630,000	$0	$0	$0	$0	$0	**$630,000**
2028/29	$630,000	$0	$25,000	$0	$0	$0	**$655,000**
2029/30	$630,000	$0	$0	$0	$0	$0	**$630,000**
TOTAL	**$5,985,000**	**$0**	**$75,000**	**$0**	**$0**	**$0**	**$6,060,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

NEXT STEPS

- Undertake condition audit in 2020/21 then every four years
- Develop an Upgrade and new kerb ramp program
- Update this asset class analysis annually as new data becomes available

BRIDGES

Bridges play a critical role in connecting communities and important places separated by creeks, rivers, wetlands, roads, train lines and/or other difficult terrain.

The different types of bridges within the City of Marion are road bridges, shared path bridges and minor pedestrian bridges.

42 Bridges / Culverts

Bridge Network value $5.6 million



Figure 7: Bridge near Hunt Avenue, Morphettville

Note: The Hallett Cove Boardwalk structures are addressed in the Coastal Walkway Asset Management Plan and are not included in this plan.

CRITICAL ASSETS

High consequence of failure causing significant loss or reduction of service

- Cormorant Drive Road Bridge, Hallett Cove
- Finniss Street Road Bridge, Marion
- Maxwell Terrace Road Bridge, Glengowrie

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey didn't include any questions related to the importance or satisfaction of bridges or how we service them within the City of Marion. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys

WHAT WE HAVE ASSUMED

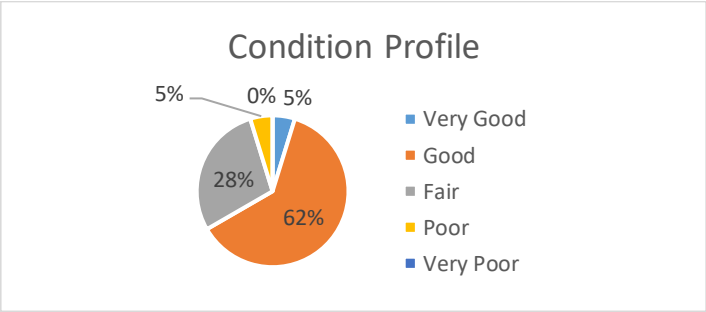
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and quality bridges for vehicles, pedestrians and cyclists
Functionality / Capacity	Provide fit for purpose bridges where the network requires with adequate widths and load capacity
Sustainability	Plan and construct bridges with environmentally sustainable products where appropriate

WHAT WE PLAN TO DO

Our data shows that our bridges are in a good condition, however two pedestrian bridges require renewing in 2029/30.

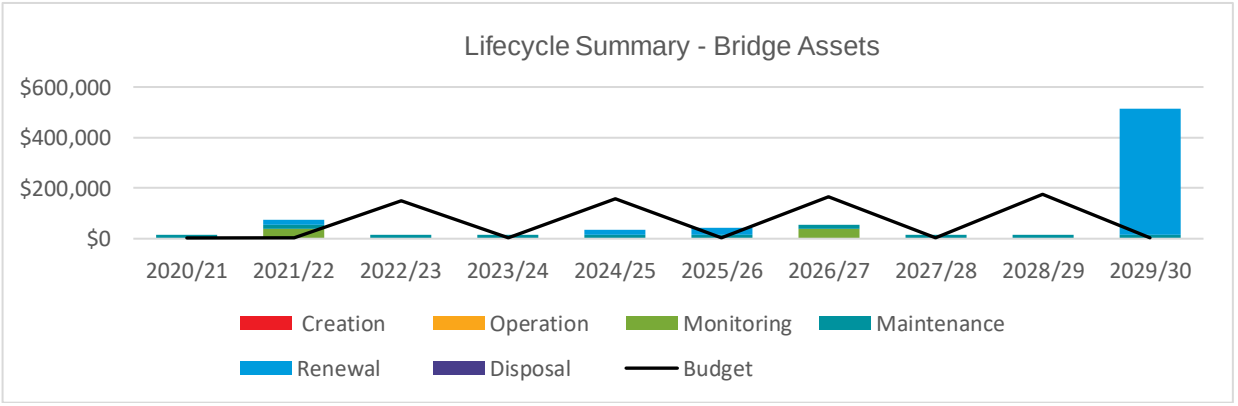
An annual proactive bridge maintenance program will be a new addition to this plan which will focus on treatments to bridges to extended useful life and maintain levels of service.



BRIDGE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Defect and Condition Auditing (5 year frequency)	Quality
Maintenance	• Reactive Maintenance (Deck Repairing, etc.) • Proactive Maintenance (Deck Oiling, Repainting, etc.)	Safety / Quality
Renewal	• Bridge Renewal Program	Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$15,000	$0	$0	**$15,000**
2021/22	$0	$0	$40,000	$15,000	$20,000	$0	**$75,000**
2022/23	$0	$0	$0	$15,000	$0	$0	**$15,000**
2023/24	$0	$0	$0	$15,000	$0	$0	**$15,000**
2024/25	$0	$0	$0	$15,000	$20,000	$0	**$35,000**
2025/26	$0	$0	$0	$15,000	$30,000	$0	**$45,000**
2026/27	$0	$0	$40,000	$15,000	$0	$0	**$55,000**
2027/28	$0	$0	$0	$15,000	$0	$0	**$15,000**
2028/29	$0	$0	$0	$15,000	$0	$0	**$15,000**
2029/30	$0	$0	$0	$15,000	$500,000	$0	**$515,000**
TOTAL	**$0**	**$0**	**$80,000**	**$150,000**	**$570,000**	**$0**	**$800,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

UP AND COMING BRIDGE PROJECTS

- Mostyn Road Reserve Bridges (Deck Renewal)
- Finniss Street Road Bridge (Handrail Renewal)
- Warriparinga North and South Bridges (Full Renewal)

NEXT STEPS

- Develop a proactive Maintenance Schedule
- Develop a bridge hierarchy
- Undertake bridge utilisation surveys
- Undertake Bridge Condition Audit in 2021/22 then every five years
- Review asset useful life and compare performance of materials
- Update this asset class analysis annually as new data becomes available

STREET FURNITURE

Street Furniture are assets along the road network that aren't captured within the other assets classes. These are Street Signs, Benches, Pedestrian/Cyclist Fencing and other assets.

Note: Reserves, Coastal Walkway and Council Owned Property signs, benches and other assets are addressed in the Open Space, Coastal Walkway and Property Asset Management Plan respectively and are not included in this plan



14,114 Signs



Street Furniture value $3.4 million



Figure 8: Street Furniture in Finniss Street, Marion



WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey didn't include any questions related to the importance or satisfaction of Street Furniture or how we service them within the City of Marion. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys

WHAT WE HAVE ASSUMED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide quality and safe street furniture
Capacity / Functionality	Provide street furniture that is fit for purpose and where required
Sustainability	Use environmentally sustainable products or materials where appropriate. Remove unnecessary signs to reduce sign pollution.



Figure 9: Benches and Sign within the City of Marion

WHAT WE PLAN TO DO

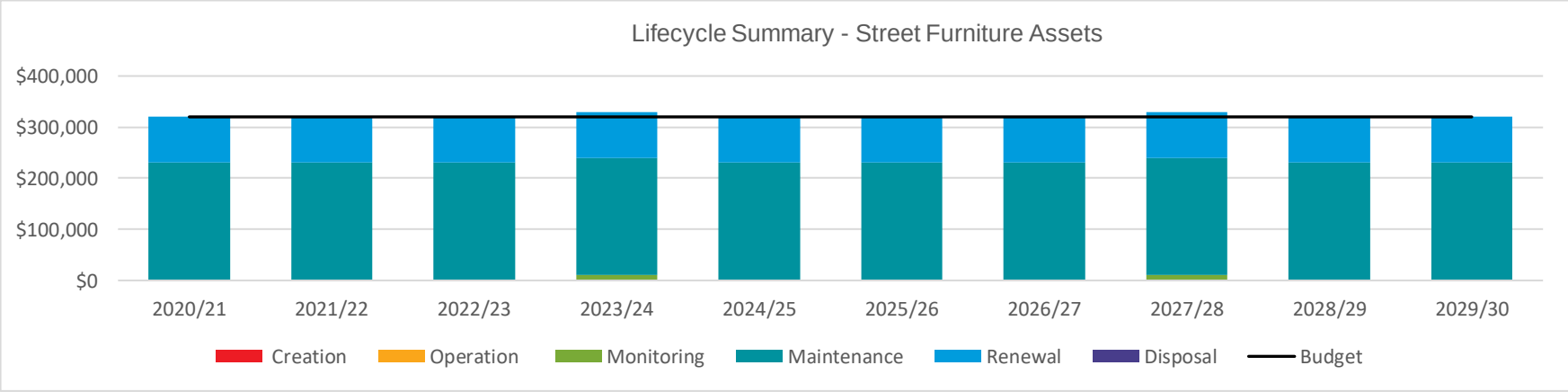
Our sign data shows that the condition of our Road Signs are in good condition. Currently we response to customer request for any reactive maintenance and sign renewals. We are delivering a road sign upgrade program in which old road signs are replaced with new compliant signs with the City of Marion Logo. Other street furniture assets are only maintained via customer requests.

Other street furniture assets (fencing, benches, bike racks, etc.) aren't registered within the asset register and aren't condition inspected. These are reactively maintained when a customer request is lodged to a specific location.

STREET FURNITURE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Condition Auditing and Compliance Checking	Quality / Functionality
Maintenance	• Reactive Maintenance	Safety / Quality
Renewal	• Road Sign Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2021/22	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2022/23	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2023/24	$0	$0	$10,000	$230,000	$90,000	$0	**$330,000**
2024/25	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2025/26	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2026/27	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2027/28	$0	$0	$10,000	$230,000	$90,000	$0	**$330,000**
2028/29	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2029/30	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
TOTAL	**$0**	**$0**	**$20,000**	**$2,300,000**	**$900,000**	**$0**	**$3,220,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

NEXT STEPS

- Undertake condition audit in 2023/24 then every five years, including identifying all fencing and bench asset classes
- Develop a Renewal and Disposal Plan for sign assets
- Update this asset class analysis annually as new data becomes available

BUS STOPS

Bus stops ensure patrons can access public transport provided by the Department of Planning, Transport and Infrastructure (DPTI).

DPTI determine the location of the stop and Council provide the Bus Stop pad and maintain the existing shelters.

261 City of Marion Bus Shelters

78 Advertising Third Parties Bus Shelters

72 DPTI Bus Shelters

487 DPTI Bus Stop locations

Bus Shelter Network value $2.5 million





Figure 10: Bus Shelter and Stop in Marino

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey didn't include any questions related to the importance or satisfaction of Bus Shelters or how we service them within the City of Marion. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys

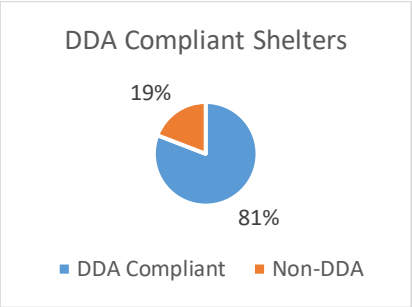
WHAT WE HAVE ASSUMED

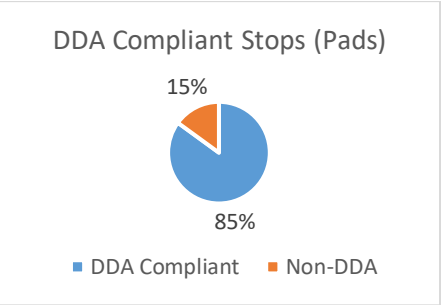
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide a safe and quality Bus pad and shelter that can be accessible by all.
Capacity	Provide DDA compliant Bus Pads and Shelters by December 2022.
Functionality	Shelters to be installed where bus stops are utilised by more than 7 people per weekday average. *Previously City of Marion has adopted a service level to provide shelters at every bus stop, this has been reviewed and benchmarked across other Local Government authorities and found to be over servicing (most councils have accepted a service level between a 10-20 patrons per weekday average to provide a shelter)*
Sustainability	Construct bus pad with recycled base aggregate. Explore recycled products for shelter construction which maintain or improve useful life of the bus shelter asset.

WHAT WE PLAN TO DO

Our bus shelters and stops/pad data shows 81% of shelters and 85% of bus stops/pads are DDA compliant. The Disability Standards for Accessible Public Transport (DSAPT) have set down a timeline by December 2022 for all existing bus stops and shelters to comply with the standard. City of Marion will focus on achieving this deadline with the current LTFP budget with a focus on upgrading non-compliance stops and shelters.

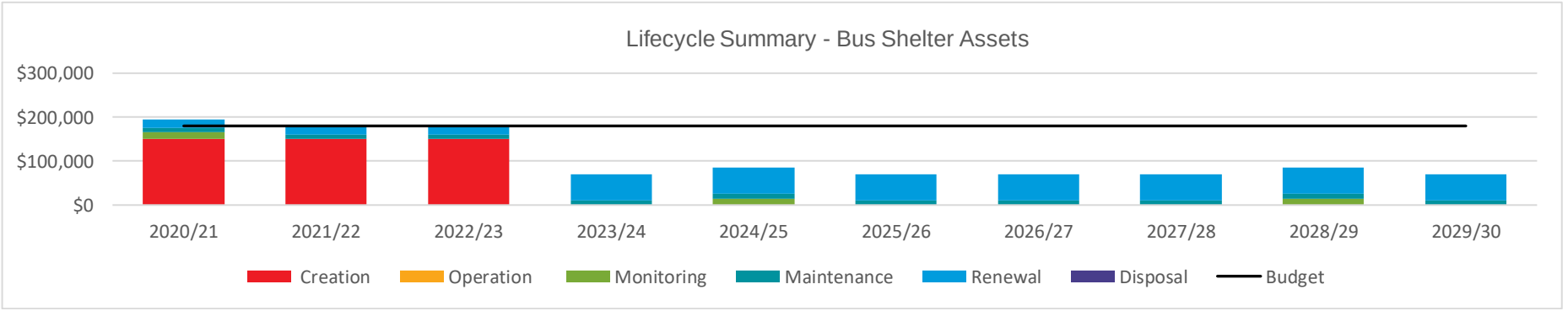




BUS STOP / SHELTER ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way.

Asset Lifecycle	Activity	Community Levels of Service
Creation	• Bus Stop Pad Upgrade Program • Bus Shelter Upgrade Program	Functionality / Capacity / Safety / Quality / Sustainability
Monitoring	• Condition Auditing (4 year frequency)	Quality / Functionality
Maintenance	• Reactive Maintenance • Proactive Maintenance	Safety / Quality
Renewal	• Bus Shelter Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$150,000	$0	$15,000	$10,000	$20,000	$0	**$195,000**
2021/22	$150,000	$0	$0	$10,000	$20,000	$0	**$180,000**
2022/23	$150,000	$0	$0	$10,000	$20,000	$0	**$180,000**
2023/24	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2024/25	$0	$0	$15,000	$10,000	$60,000	$0	**$85,000**
2025/26	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2026/27	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2027/28	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2028/29	$0	$0	$15,000	$10,000	$60,000	$0	**$85,000**
2029/30	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
TOTAL	**$450,000**	**$0**	**$45,000**	**$100,000**	**$480,000**	**$0**	**$1,075,000**

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

NEXT STEPS

- Undertake condition audit in 2020/21 then every four years
- Review progress of DDA Compliance annually
- Review Bus Stop patronage data annually to determine the need for new Bus Shelters
- Update this asset class analysis annually as new data becomes available
- Work with DPTI to transition to a new bus network

STREET LIGHTING

Public lighting helps provide safe, active and vibrant neighbourhoods, open spaces and playgrounds making it easier to enjoy and move around our city.

The City of Marion has a number of tariffs that impact the way we manage our street lighting, these include:

- **SAPN LED Tariff** - SAPN will fund the luminaire upgrade, and will operate and maintain, repair and/or replace the luminaire and its supporting infrastructure.
- **TFI LED Tariff -** Council or the developer funds the initial cost of a Luminaire upgrade or new installation but want SAPN to be responsible and liable for the cost of all Luminaire replacements
- **PLC LED Tariff -** Council retains title to the luminaire and SAPN will operate, maintain, and repair the luminaire, and repair and/or replace its supporting infrastructure
- **CLER Tariffs -** Council owns the lighting infrastructure and maintenance for the luminaire component is undertaken by SAPN. Council is responsible for elevation infrastructure and wiring.
- **EO Tariff –** Energy only which applies to public lighting only access to the energy network

9300 Street Lights

Street Lighting value $0.97 million

Note: Council owned Reserves and Property lighting are addressed in the Open Space and Property Asset Management Plan respectively and are not included in this plan.



Figure 11: Street light in Finniss Street, Marion

1958 SAPN Tariff lights

42 TFI Tariff lights

6996 PLC Tariff lights

227 CLER Tariff lights

67 EO Tariff lights

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believed that providing and maintaining street lighting were of a high importance.

"Lighting in the streets seems to be a bit dull and by a couple of the reserves I don't feel safe to walk through at the moment, it's dark as there's too little light and many areas that are pitch black. " – City of Marion Resident

81% Satisfied

97% Important

HOW WE HAVE LISTENED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and complaint lighting standards across The City of Marion
Capacity / Functionality	Provide lighting where required within the lighting network
Sustainability	Use LED lights to be environmentally sustainable

WHAT WE PLAN TO DO

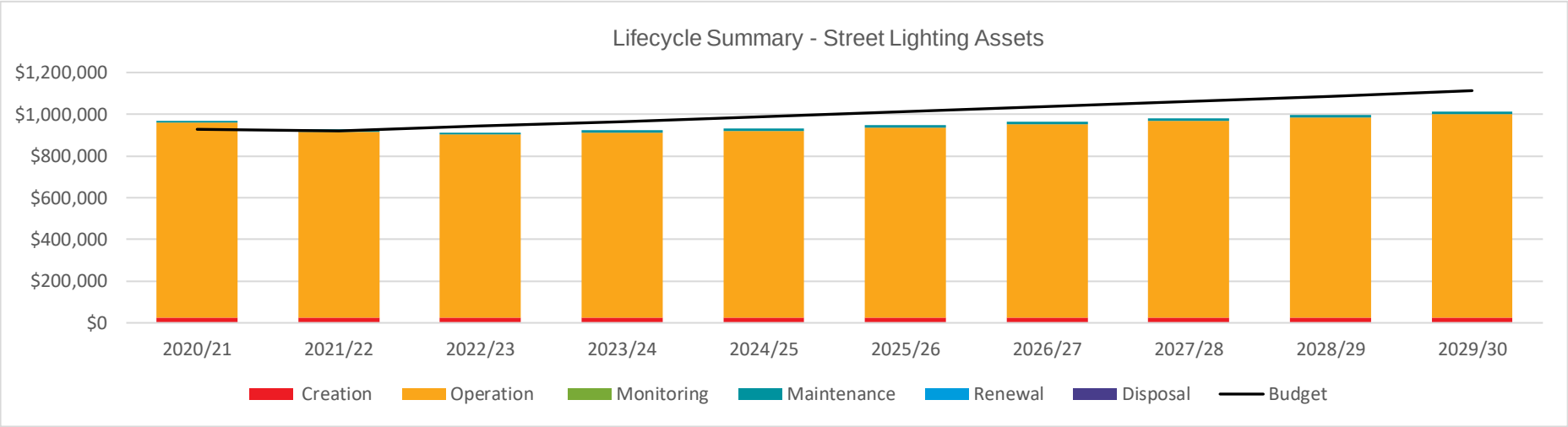
City of Marion has recently undergone a LED street lighting transition which saw the upgrade of old inefficient street lights to new LED energy efficient lights. We also are currently developing an action plan which includes street lighting asset management data and future planning around smart lighting integration to improve overall service delivery.

SAPN and City of Marion are undertaking an innovative data sharing and lighting control trial which will enable an integrated lighting experience as people move through the precinct.

STREET LIGHTING LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	• Street Light Upgrade Program	Safety / Quality / Functionality / Capacity / Sustainability
Operation	• Electricity Costs • SAPN Tariffs	Safety / Quality / Functionality / Capacity / Sustainability
Maintenance	• Reactive Maintenance	Safety / Quality



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$26,000	$932,966	$0	$10,000	$0	$0	**$968,966**
2021/22	$26,000	$890,165	$0	$10,000	$0	$0	**$926,165**
2022/23	$26,000	$875,978	$0	$10,000	$0	$0	**$911,978**
2023/24	$26,000	$886,059	$0	$10,000	$0	$0	**$922,059**
2024/25	$26,000	$895,108	$0	$10,000	$0	$0	**$931,108**
2025/26	$26,000	$910,776	$0	$10,000	$0	$0	**$946,776**
2026/27	$26,000	$926,718	$0	$10,000	$0	$0	**$962,718**
2027/28	$26,000	$942,939	$0	$10,000	$0	$0	**$978,939**
2028/29	$26,000	$959,444	$0	$10,000	$0	$0	**$995,444**
2029/30	$26,000	$976,238	$0	$10,000	$0	$0	**$1,012,238**
TOTAL	**$260,000**	**$9,196,391**	**$0**	**$100,000**	**$0**	**$0**	$9,556,391

RETAINING WALLS

Retaining walls are used for supporting soil laterally to protect or create space for other transport assets. There are number of different types of retaining walls, these are; crib, concrete sleeper, gabion baske and concrete block

Note: Retaining walls within Reserves, Council Property Buildings or the Coastal Walkway are included in the Open Space, Property and Coastal Walking Trail Asset Management Plans respectively.

104 Retaining Walls in Transport Corridor

Retaining Walls value $6.54M





Figure 12: Retaining Walls in Hallett Cove

CRITICAL ASSETS

High consequence of failure causing significant loss or reduction of service

- Brooklyn Drive, Hallett Cove
- Perry Barr Road, Hallett Cove
- Latimer Crescent, Trott Park
- Tasman Court, Hallett Cove

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion Community Satisfaction Survey didn't include any questions related to the importance or satisfaction of Retaining Walls or how we service them. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys

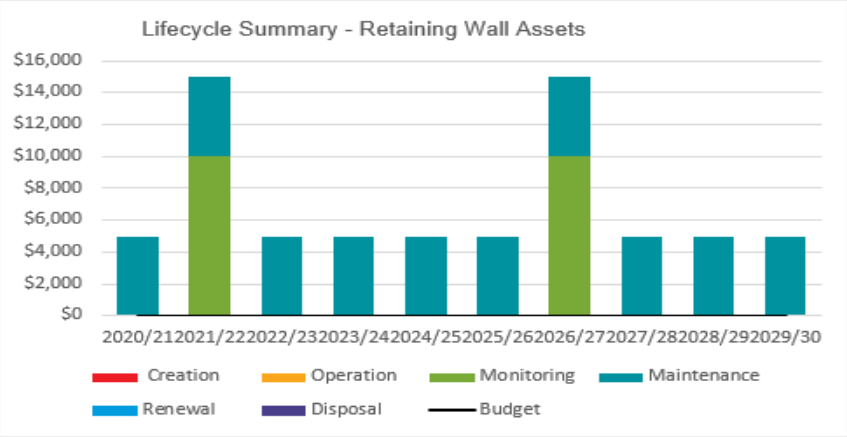
WHAT WE HAVE ASSUMED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and quality retaining walls
Capacity/Functionality	Provide retaining walls where required
Sustainability	Consider environmentally sustainable product or materials where appropriate

WHAT WE PLAN TO DO

Our data shows that retaining walls are in a good condition. There are no retaining walls identified within the next 10 years for renewal. Continued monitoring of the retaining wall assets will continue to ensure they are are maintained to a high standard. Our reactive maintenance program is used to repair any defects that may cause any failures to occur prematurely or respond to customer requests.



RETAINING WALL LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Condition Audits (Aligned with Bridge Audits – 5 year frequency)	Quality / Functionality
Maintenance	• Reactive Maintenance	Safety / Quality
Renewal	• Retaining Wall Renewal Program	Safety / Quality / Sustainability

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$5,000	$0	$0	**$5,000**
2021/22	$0	$0	$10,000	$5,000	$0	$0	**$15,000**
2022/23	$0	$0	$0	$5,000	$0	$0	**$5,000**
2023/24	$0	$0	$0	$5,000	$0	$0	**$5,000**
2024/25	$0	$0	$0	$5,000	$0	$0	**$5,000**
2025/26	$0	$0	$0	$5,000	$0	$0	**$5,000**
2026/27	$0	$0	$10,000	$5,000	$0	$0	**$15,000**
2027/28	$0	$0	$0	$5,000	$0	$0	**$5,000**
2028/29	$0	$0	$0	$5,000	$0	$0	**$5,000**
2029/30	$0	$0	$0	$5,000	$0	$0	**$5,000**
TOTAL	**$0**	**$20,000**	**$0**	**$50,000**	**$0**	**$0**	**$70,000**

FUTURE DEMANDS

Climate Change

Budget Reduction

Asset Collapse / Failure

NEXT STEPS

- Undertake condition audit in 2021/22 then every five years
- Update this asset class analysis annually as new data becomes available

5 - LEVELS OF SERVICE

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	No preventable injuries	All transport assets will be condition assessed including defects identification to drive maintenance and renewal programs. Including responding to service requests within suitable timeframes.
Quality	Operational requirements are safely and effectively met	Assets are managed and maintained to best practice industry standards and legislation requirements.
Function	Provide sufficient assets to meet levels of service	Undertake network and asset analysis to determine where or if a service is required.
Capacity	Assets are designed to cater for current demand	Assess the asset utilisation and determine if asset requires upgrade or disposal.
Sustainability	Operational requirements are safely and effectively met through using recycled materials where possible, whilst minimising impact on the environment	Environmental performance is assessed when selecting asset materials and products

Council uses a range of activities to engage with the community and stakeholders on these services.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed Levels of Service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates the Technical Levels of Service for Transport assets.

Technical Level of Service	Measured By
Planning in line with Asset Management policy principles and an optimal 10 year asset replacement program	Assets renewed through Replacement Programs Assets are provided to meet design standards where these are available Annual Replacement Program Budget developed and Long Term Financial Plan updated
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Assets created to increase or upgrade a level of service through annual review of the annual and 10 year replacement programs
Operation of an asset in the manner it was designed to be used for	Assets are maintained in a functioning condition Following Safe Work SA's Code of Practice for construction and maintenance activities Responding to customer feedback Monitoring Energy and Tariff agreements
Monitoring utilisation and recording asset downtime	Identifying under-used assets and appropriate remedies, and over-used assets and community demand management options
Maintenance of assets in line with a long-term asset sustainability index averaging 95-100%.	Quick response time to reactive repair and maintenance Regular proactive repair / upgrade to maintain structural integrity
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets renewed through annual and 10 year replacement programs Annual Replacement Program Budget developed and Long-Term Financial Plan updated
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Disposal of Land and Assets Policy

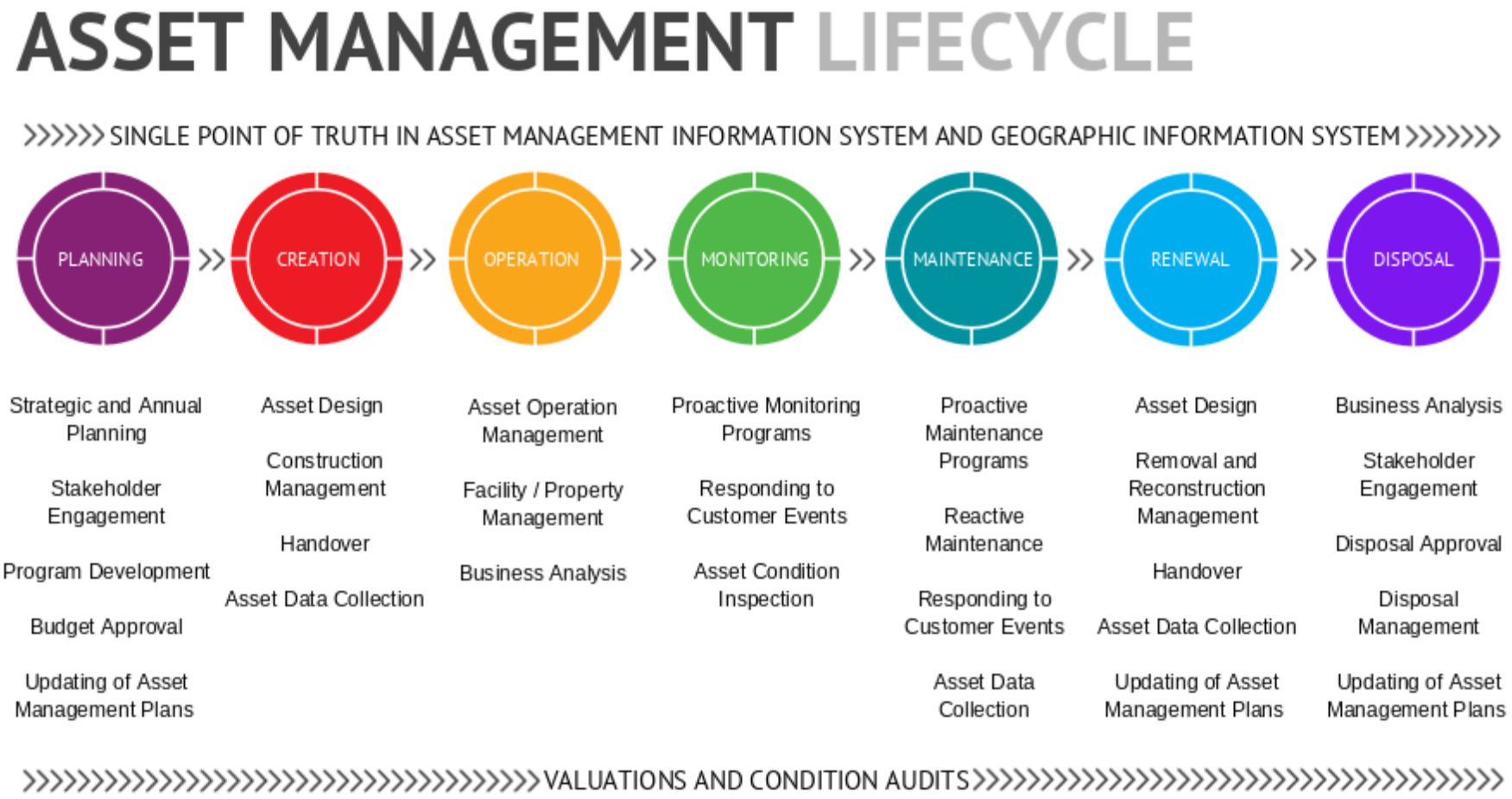
Legislative Requirements

Council considers the following legislative framework in the management of transport assets.

AS / NZS 1428.2 Pedestrian and Cycling Paths	Defines national standards for Pedestrian and Cycling Paths
Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Australian Standards / New Zealand Standards 1428.4 Kerb Crossings	Defines national standards for Kerb Crossings
Code of Technical Requirements for the Legal Use of Traffic Control Devices	Details the design and construction parameters to which traffic management devices installed by Councils must comply
Development Act	Regulates development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Highways Act 1926	Sets out the legislative framework for roads and road authorities in SA
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides the requirement for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long-Term Financial Plan
Motor Vehicles Standards Act 1989 (Australian Design Rules)	Defines national standards for vehicle safety, anti-theft and emissions
Native Vegetation Act	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; to control the clearance of native vegetation; and for other purposes
Relevant Australian Standards	Sets standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Relevant Heavy Vehicle National Law and Regulations	Sets out laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass
Road Traffic Act 1961	Provides vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
Summary Offences Act 1953	Provides provisions for road closure to motor vehicles in accordance with Section 59
Work Health and Safety Act 2012 (SA)	Provides for the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services, or reduce risk of downtime.
- Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset.
- Whole of life costs when making buying decisions.
- Design standards where these are available.

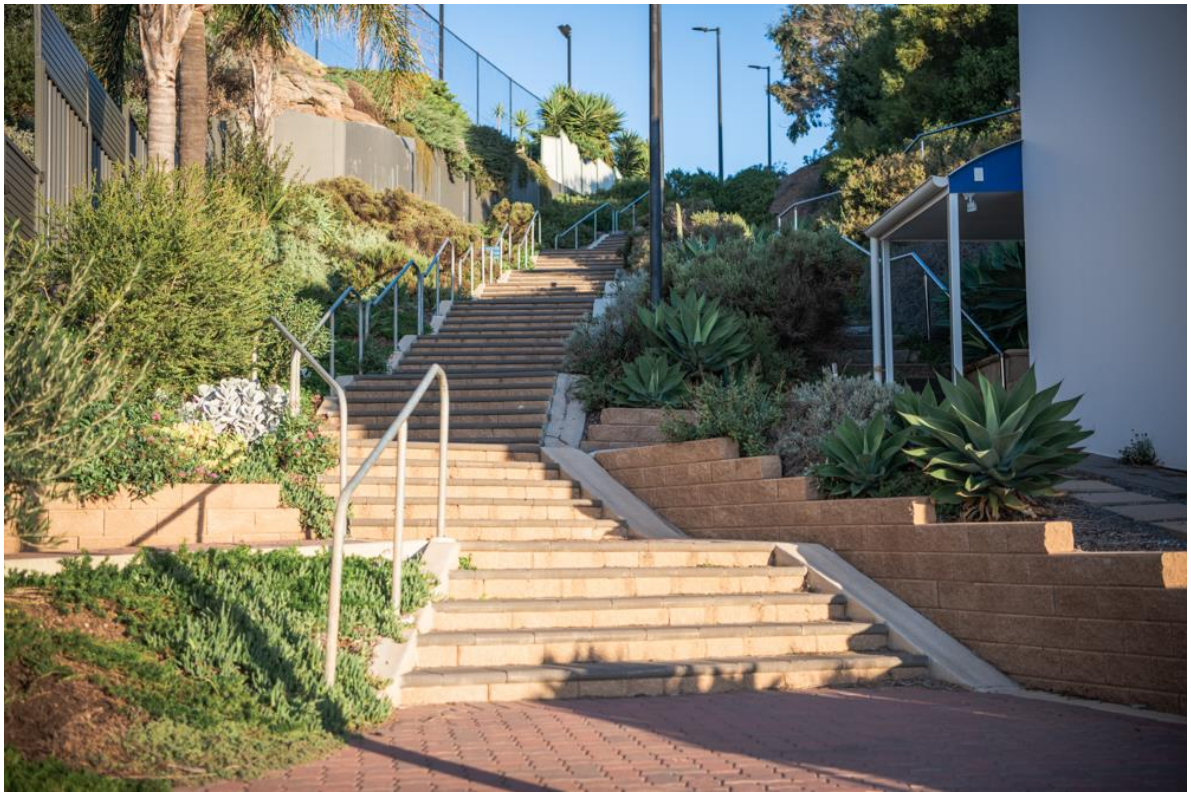


Figure 13: Stairs in Marino

Expenditure on new assets and services in the capital works program will be accommodated in the Long Term Financial Plan.

Projected Creation Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Kerb and Watertable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Footpath	$ 940,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000
Traffic Control Devices	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000
Kerb Ramps	$ 315,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000
Bridges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Furniture	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Stops	$ 150,000	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Lighting	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000
Retaining Walls	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 1,766,000**	**$ 1,851,000**	**$ 1,851,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**

Future Trends

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

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 such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. The City of Marion Carbon Neutral Plan 2020 – 2030 is currently being developed as a roadmap to reduce carbon emissions from Council operations by 2030.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes and council amalgamations	Change in services or service levels	Approved business case through annual review of the Capital Works Program
Social	Changing community demographics, needs and expectations	Change in services or service levels	Monitoring community expectation. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Data Use	Ability to deliver services at a higher operational level achieved through use of in vehicle GPS data	Utilisation based asset maintenance and renewal
Technological	Smart Cities, autonomous / connected vehicles and machine learning	Changes in design to streetscapes and parking zones to enable different modes of transport	Market driven, opportunities to lobby for funding
Technological	Being a smart organisation that uses data to drive decision-making	Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery	Considered within standard replacement cycle. Decisions made on a range of evaluation criteria
Technological	Roads - If different road resealing treatments are used there may not be the necessity to replace sections of kerb.	Increased availability of funds to deliver other services.	Increased works programming opportunities may exist where kerb does not need to be replaced prior to reseal.

Area	Demand	Impact on services	Demand Management Plan
Technological	Roads - Approximately 99% of the road network has a 'hotmix' seal with only a few segments having a spray seal treatment. Options for different treatments including rejuvenation may result in lower lifecycle network cost.	If different treatments are considered then lower lifecycle costs may result.	Seal: Expectation that roads will be sealed with 'hotmix' rather than any other treatment.
Legal	Legal changes	Complex legal and compliance requirements	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria
Environmental	Reduced rainfall and increased intensity of rainfall events	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	More frequent intense heatwaves and increased temperatures	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Erosion and flooding of coastal areas due to sea level rise	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Increased bushfire intensity and frequency	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Greening infrastructure	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Carbon Neutrality	Change in services or service levels	The City of Marion Carbon Neutral Plan 2020 – 2030 is currently being developed
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level	Adopting best practice principles across all three councils to deliver best value
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	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

Acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operate, monitor and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Operation includes cost of electricity and insurance premiums. Maintenance programs are normally focused on industry best practice, legislative requirements and design specifications.



Figure 14: Tripping hazards within the footpath

Council's renewal program minimises the need for heavy reactive maintenance activities as the risk of these is minimised as part of the renewal schedule and proactive maintenance.

- Reactive or unplanned maintenance is repair work which is carried out in response to service requests and management/supervisory directions e.g. Pothole within the road or trip hazard within the footpath. Assessment and priority of reactive maintenance is undertaken by staff using experience and professional judgement

- Proactive or planned maintenance is repair work that is identified and managed through a maintenance management system. Activities include inspection, assessing the condition against failure/breakdown experience, priority of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Summary of future Operations, Monitoring and Maintenance expenditures:

Projected Operations Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Kerb and Watertable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Footpath	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Traffic Control Devices	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Kerb Ramps	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Furniture	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Stops	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Lighting	$ 932,966	$ 890,165	$ 875,978	$ 886,059	$ 895,108	$ 910,776	$ 926,718	$ 942,939	$ 959,444	$ 976,238
Retaining Walls	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 932,966**	**$ 890,165**	**$ 875,978**	**$ 886,059**	**$ 895,108**	**$ 910,776**	**$ 926,718**	**$ 942,939**	**$ 959,444**	**$ 976,238**

Projected Monitoring Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ -	$ 90,000	$ -	$ -	$ -	$ -	$ 90,000	$ -	$ -	$ -
Kerb and Watertable	$ -	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ -	$ -	$ -
Footpath	$ 100,000	$ -	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ 100,000	$ -
Traffic Control Devices	$ -	$ -	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ -	$ -
Kerb Ramps	$ 20,000	$ -	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ 20,000	$ -
Bridges	$ -	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000	$ -	$ -	$ -
Street Furniture	$ -	$ -	$ -	$ 10,000	$ -	$ -	$ -	$ 10,000	$ -	$ -
Bus Stops	$ 15,000	$ -	$ -	$ -	$ 15,000	$ -	$ -	$ -	$ 15,000	$ -
Street Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Retaining Walls	$ -	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ -	$ -
TOTAL	**$ 135,000**	**$ 170,000**	**$ 30,000**	**$ 10,000**	**$ 135,000**	**$ -**	**$ 170,000**	**$ 40,000**	**$ 135,000**	**$ -**

Projected Maintenance Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000
Kerb and Watertable	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000
Footpath	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000
Traffic Control Devices	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000
Kerb Ramps	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridges	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Street Furniture	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000
Bus Stops	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Street Lighting	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Retaining Walls	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
TOTAL	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**

ASSET RENEWAL AND DISPOSAL

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. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs. Council plan capital renewal projects to meet level of service objectives and minimise infrastructure service risks.

The capital renewal program is based on an analysis of the drivers for supply, as well as the outcomes of condition audits and maintenance plans. Where assets are deemed to be under capacity, in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required.

Asset renewals are generally on a like-for-like basis, with normal capability and capacity being replaced. This traditional approach of like-for-like replacement will be analysed over the term of this Asset Management Plan as it is recognised that this is not always the most effective given maintenance/service standards may change, operational efficiencies identify different requirements from traditional assets utilised, or as new technology emerges.

Ranking criteria is used to determine priority of identified renewal proposals across all transport asset classes.

Projected future renewal expenditures are forecast to increase over time when the asset stock ages.

The costs will be accommodated in the Long Term Financial Plan and are summarised below:

Projected Renewal Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000
Kerb and Watertable	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000
Footpath	$1,720,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000
Traffic Control Devices	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000
Kerb Ramps	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridges	$ -	$ 20,000	$ -	$ -	$ 20,000	$ 30,000	$ -	$ -	$ -	$ 500,000
Street Furniture	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000
Bus Stops	$ 20,000	$ 20,000	$ 20,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Street Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Retaining Walls	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 7,575,000**	**$ 8,235,000**	**$ 8,215,000**	**$ 8,255,000**	**$ 8,275,000**	**$ 8,285,000**	**$ 8,255,000**	**$ 8,255,000**	**$ 8,255,000**	**$ 8,755,000**

Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for disposal for this plan. Any assets identified for disposal will be brought forward to Council to determine the disposal of an asset and/or service.

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from transport assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Climate change may have any effect on the useful life of an asset. Increased extreme events can impact different assets in different ways.	Monitor condition of assets. Considerations made when designing new or upgraded infrastructure to review material/product selection.	Low	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Low
Asset failures and/or collapse	Monitor assets for defects on a cyclic program. Emergency inspection program for critical assets after extreme events occur.	Low	Recurrent budget	Low
Transport assets have a reduced useful life if not managed optimally (either by loss of key staff knowledge or by budget reduction), resulting in asset failures, increased maintenance or early renewal	1. Asset Management Plan for Infrastructure related assets. 2. Capital Works Plan. 3. Condition audits. 4. Planned maintenance. 5. Asset Management Steering Group.	Low	Recurrent budget for plan creation	Low
Unit rates for infrastructure may exceed forecasted estimates due to unforeseen circumstances (Oil and Gas prices impact road asphalt)	Works programming as proposed under this plan. Scope and cost estimate works on a forward works program Undertake technical inspection of each road prior to programming resealing works	Low	Recurrent budget	Low
Loss of opportunity to address required asset upgrades i.e. footpaths	Consideration given to reallocating surplus renewal funds to asset upgrades, subject to Council approval.	Low	Reallocation of funds from renewal to upgrade.	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

Critical assets and the impact on service delivery have been identified as follows:

Critical Assets	Location	Risk Description	Current Controls
Bridges	• Cormorant Drive Road Bridge, Hallett Cove • Finniss Street Road Bridge, Marion • Maxwell Terrace Road Bridge, Glengowrie • Embankment west of Cove Road at Pindee Street intersection, Hallett Cove	Collapse of asset	Inspections prioritised. Repair/replace of high risk defects
Road Retaining Walls	• Brooklyn Drive, Hallett Cove • Perry Barr Road, Hallett Cove • Latimer Crescent, Trott Park • Tasman Court, Hallett Cove	Collapse of asset	Inspections prioritised. Repair/replace of high risk defects

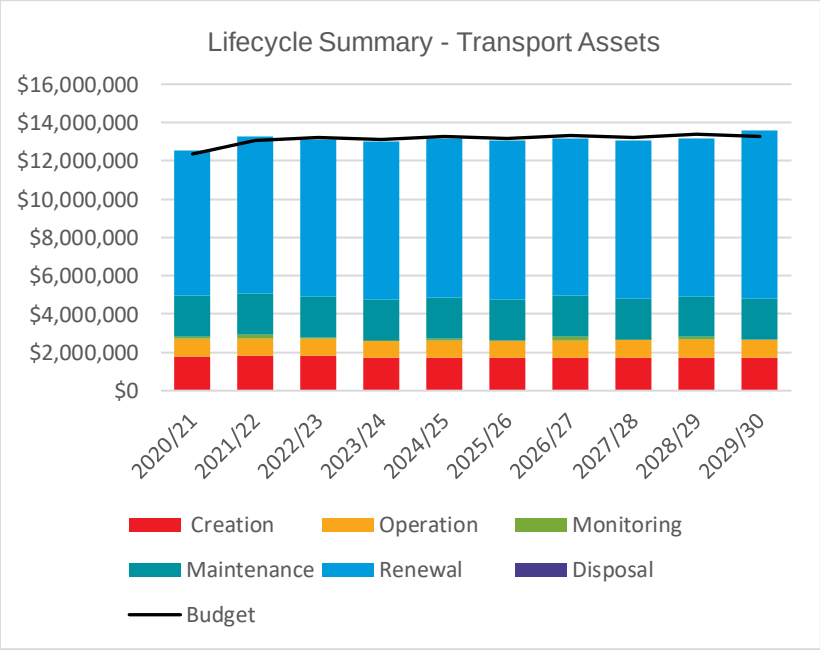


8 – WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

The decisions made in adopting this Plan are based on achieving the optimum benefits from the available resources.
This section contains the financial requirements resulting from all the information presented in the previous sections. The financial projections will be refined annually as further information becomes available on desired Levels of Service and current and projected future asset performance.

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.

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is **$131.16M** (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

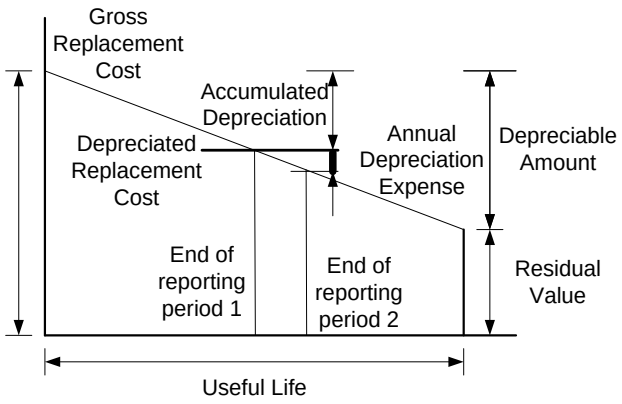
Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10 year planning period is **$131.16M** (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

The matching of lifecycle cost to lifecycle expenditure gives asset renewal of 100% to maintain the service potential of the assets at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below. As assets are replaced regularly in line with Council's 10-year Renewal Program, the purchase price recorded on the asset register is considered to be adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	**$627.23M**
Depreciable Amount	**$627.23M**
Depreciated Replacement Cost (Written Down Value)	**$509.83M**
Annual Average Asset Consumption	**$7.34M**

Council's useful life for transport assets are defined earlier in this document.

Rate of Annual Asset Consumption	**1.1%** (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal	**100%** (Capital renewal expenditure/Depreciable amount)

In 2020 Council will renew assets at **100%** of the rate they are being consumed and will be increasing its asset stock by **0.3%** in the year.

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 and capital expenditure and asset values, depreciation expense and carrying amount estimates.

Key Assumptions	Risk of Change to Assumptions
The Long Term Financial Plan will not change over the planning period	Medium
Community level of service expectations remain consistent	Medium
Carbon Neutral Plan may impact asset planning and renewal evaluation criteria	Medium
The City Transport Plan will inform the future Transport Asset Management Plan with its endorsed recommendations (currently in development)	Medium
Climate Risk Assessments may impact asset useful lives	Low
No significant changes in legislation	Low
Assets are replaced on a 'like-for-like' basis	Low
Assets are replaced based on useful life	Low
The materiality threshold for Infrastructure, Land and Buildings is $5,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described above. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples include street furniture, signs and fencing.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

Task		Responsibility	Timeline/Frequency
All Transport Assets			
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Engineering, Assets and Environment	Ongoing
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
3	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle.	Unit Manager Asset Solutions	June 2021
4	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0).	Unit Manager Statutory Finance and Payroll	June 2021
5	Develop targets for community levels of service	Asset Owner – Engineering, Assets and Environment	June 2021
6	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives.	Unit Manager Asset Solutions	June 2021
7	Investigate feasibility of adding additional questions of Council's future Community Satisfaction Surveys	Unit Manager Asset Solutions	June 2021
8	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Transport Assets can reduce carbon emissions for Council operations by 2030.	Asset Owner – Engineering, Assets and Environment	June 2021
9	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
10	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager Engineering, Assets and Environment	November 2021 then annually
11	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan or data collected for each asset class.	Asset Owner – Engineering, Assets and Environment	November 2024
Road Assets			
12	Review Reconophalt trials and RAP content and performance – continue to explore other innovative sustainable road products and technologies	Asset Owner – Manager Engineering, Assets and Environment	Annually

Kerb & Watertable Assets			
13	Develop forward works programs for Maintenance, Renewal, Upgrade and New Kerb and Watertable.	Asset Owner – Manager Engineering, Assets and Environment	December 2022
14	Explore environmentally sustainable materials, products and technologies with Kerb and Watertable.	Asset Owner – Manager Engineering, Assets and Environment	June 2021 then annually
Footpath Assets			
15	Develop forward works programs for Maintenance, Renewal, Upgrade and New footpaths.	Asset Owner – Manager Engineering, Assets and Environment	December 2020
16	Undertake a footpath network gap analysis for missing links within the footpath network.	Asset Owner – Manager Engineering, Assets and Environment	December 2020
17	Develop a footpath hierarchy model to help priorities forward works programs.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
Traffic Control Device Assets			
18	Explore innovative data collection using machine learning.	Asset Owner – Manager Engineering, Assets and Environment	Ongoing
19	Develop priorities matrix and a plan for Maintenance, Renewal, Upgrade and New.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
Kerb Ramp Assets			
20	Develop an Upgrade and New kerb ramp program.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
Bridge Assets			
21	Develop a proactive Maintenance Schedule.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
22	Develop a bridge hierarchy.	Asset Owner – Manager Engineering, Assets and Environment	June 2022
23	Undertake bridge utilisation surveys.	Asset Owner – Manager Engineering, Assets and Environment	June 2024
24	Review asset useful life and compare performance of materials.	Asset Owner – Manager Engineering, Assets and Environment	June 2024
Street Furniture Assets			
25	Develop a Renewal and Disposal Plan for sign assets.	Asset Owner – Manager Engineering, Assets and Environment	June 2024
Bus Stop Assets			
26	Work with DPTI to transition to a new bus network	Asset Owner – Manager Engineering, Assets and Environment	Ongoing

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.

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	TOTAL
2020/21	$1,766,000	$932,966	$135,000	$2,140,000	$7,575,000	$0	**$12,548,966**
2021/22	$1,851,000	$890,165	$170,000	$2,140,000	$8,235,000	$0	**$13,286,165**
2022/23	$1,851,000	$875,978	$30,000	$2,140,000	$8,215,000	$0	**$13,111,978**
2023/24	$1,701,000	$886,059	$10,000	$2,140,000	$8,255,000	$0	**$12,992,059**
2024/25	$1,701,000	$895,108	$135,000	$2,140,000	$8,275,000	$0	**$13,146,108**
2025/26	$1,701,000	$910,776	$0	$2,140,000	$8,285,000	$0	**$13,036,776**
2026/27	$1,701,000	$926,718	$170,000	$2,140,000	$8,255,000	$0	**$13,192,718**
2027/28	$1,701,000	$942,939	$40,000	$2,140,000	$8,255,000	$0	**$13,078,939**
2028/29	$1,701,000	$959,444	$135,000	$2,140,000	$8,255,000	$0	**$13,190,444**
2029/30	$1,701,000	$976,238	$0	$2,140,000	$8,755,000	$0	**$13,572,238**
TOTAL	**$17,375,000**	**$9,196,391**	**$825,000**	**$21,400,000**	**$82,360,000**	**$0**	**$131,156,391**

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Front Cover Artwork
Title: Finniss St Streetscape

HAVE YOUR SAY STORMWATER ASSETS

Your feedback will help shape the development of our Asset Management Plans so that we offer the right levels of service for our assets for the future.

- **How well do they perform?**
- **Are they delivering our Community Levels of Service?**
- **What can be improved?**



Find out more and provide feedback at
makingmarion.com.au

Comments close on 9 September 2020.

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.

PROTECTING OUR COMMUNITY

We use stormwater assets to minimise suburban flooding, for pollution control and the harvesting of stormwater for re-use.

Our reactive maintenance program is used to repair any defects that may cause any failures to occur prematurely or respond to customer requests.

Drainage network overall condition is good to very good based on remaining life derived from age profile and current CCTV information (assuming 100 year useful life).

If poorer condition drain lines are identified by future CCTV inspections, this will change the service life and introduce a renewal program.

WHAT YOU TOLD US

Our 2019 City of Marion Community Satisfaction Survey showed our residents believe that providing and maintaining stormwater assets is of a high importance.

Stormwater

80% Satisfied
94% Important

Extensive community consultation was undertaken in finalising the Holdfast Bay/Marion (2015) and Hallett Cove Creeks Stormwater Management Plans (2015) which were adopted by Council, endorsed by the Adelaide and Mount Lofty Ranges NRM Board and approved by the Stormwater Management Authority.

HOW WE HAVE LISTENED

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

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

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

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.

WHAT WE ARE DELIVERING

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.

Undertaking proactive CCTV inspections of the underground pipe network.

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

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.

Adopting the Sturt River Stormwater Management Plan in conjunction with Cities of Mitcham, West Torrens and Unley.

Exploring what we can do to build asset resilience in response to climate impacts.

Continuing to assess innovation opportunities through rapid changes in technology.

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.

DRAFT Stormwater Asset Management Plan 2020 - 2030

CITY OF MARION



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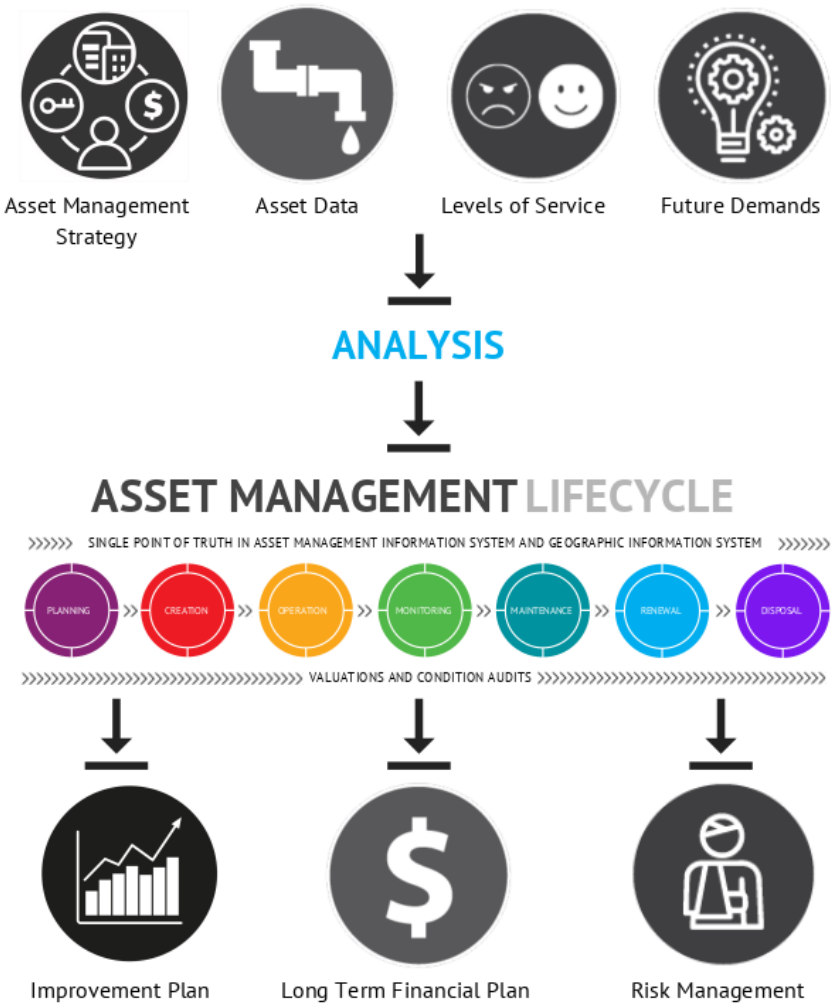
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REFERENCES

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IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.

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1 - INTRODUCTION

What is this plan about?

The City of Marion uses stormwater assets to minimise suburban flooding, for pollution control and the harvesting of stormwater for re-use.

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our assets.

This plan defines the stormwater assets that help deliver the services we provide, how they are provided and the funding required over a 10-year planning period.

What is asset management?

Asset management is about how assets are “looked after”, both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation / purchase, renewal and disposal).

What will we do?

A significant part of Council’s annual spend is devoted to the maintenance, operations, upgrade and new 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), Holdfast Bay/Marion and Hallett Cove Creeks Stormwater Management Plans (2015) which focus on maintenance and like-for-like-renewals. Any upgrades or new asset expenditure will be prioritised.

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.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently. Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

STORMWATER ASSET MANAGEMENT PLAN — EXECUTIVE SUMMARY

Assets covered by this plan



Stormwater Conduits
- Pipes
- Box Drains
- Culverts

Stormwater Components
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Controls in place to manage the major risks of collapse or failure of the stormwater network.

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

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This Asset Management Plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council. Council owns all of its stormwater assets:

	Quantity	Gross Replacement Cost (as at 30th June 2019)_	Useful Life
Pipes	265,898 metres	$ 164,437,383	100 years
Culverts & Box Drains	6,255 metres	$ 14,525,569	100 years
Side Entry Pits	4,859 assets	$ 23,628,421	100 years
Junction Boxes	2,010 assets	$ 8,385,467	100 years
Headwalls	167 assets	$ 357,017	100 years
Gross Pollutant Traps (GPT)	64 assets	$ 2,897,527	100 years
TOTAL		**$ 214,231,384**	



Data Quality

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	• 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 ± 2%
B	Reliable data	• 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 ± 10%
C	Uncertain data	• 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 ± 25%
D	Very uncertain data	• Based on unconfirmed verbal reports and/or cursory inspections and analysis • Dataset may not be fully complete and most data is estimated or extrapolated. • Accuracy ± 40%
E	Unknown	• Unknown, as none or very little data held

Data confidence is assessed as reliable (confidence grade B) for asset data used in the preparation of this plan.

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.

5 - LEVELS OF SERVICE

Community Levels of Service

Council uses a range of activities to engage with the community and stakeholders on services. Our 2019 City of Marion Community Satisfaction Survey shows our residents believe that providing and maintaining stormwater assets are of a high importance:

Asset area	Satisfaction	Importance
Stormwater	80%	94%

Extensive community consultation was undertaken in finalising the Holdfast Bay/Marion (2015) and Hallett Cove Creeks Stormwater Management Plans (2015) which were subsequently adopted by Council, endorsed by the Adelaide and Mount Lofty Ranges NRM Board and approved by the Stormwater Management Authority. The Stormwater Management Plans define the stormwater objectives, strategies and clear definition of the priorities, responsibilities and timeframes for the implementation of the actions within the catchments.

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	No preventable injuries	Assets are inspected and maintained to ensure safe use within the community.
Quality	Operational requirements are safely and effectively met	Assets are managed and maintained to best practice industry standards. No EPA compliance notices issued to Council for stormwater management.
Function	Provide sufficient assets to meet Levels of Service	Providing an effective stormwater network. Reducing hazardous flooding (no above floor inundation of properties) for all events up to and including the 1% Annual Exceedance Probability (AEP) (100 year ARI) storm.
Capacity	Assets are designed to cater for current demand	Ensuring stormwater network meets capacity requirements. Reducing number of customer requests relating to property/street flooding and pollution discharges into waterways.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment	Environmental performance is assessed when selecting asset location and material types. Providing an efficient method of collection and environmentally friendly disposal of stormwater run-off.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. The following table demonstrates the technical Levels of Service for stormwater assets.

Technical Level of Service	Achieved By
Planning in line with a 10 year asset replacement program based on optimum replacement	Catchment objectives are planned through Stormwater Management Plans. Meet the 20% Annual Exceedance Probability (AEP) (5 year ARI) for pit and pipe design requirements. Analysis against Council's upgrade & renewal plan (Drainage Matrix - Appendix B). Annual Replacement Program Budget developed and Long Term Financial Plan updated.
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Stormwater Management Plan and Flood Plain mapping to identify drainage network deficiencies. Implementing capital works program based on the Drainage Matrix (Appendix B).
Operation of an asset in the manner it was designed to be used for	The stormwater network is maintained in a functioning condition with minimum blockages of pipes and pits. Properties are protected from flooding during major rainfall events. Following Safe Work SA's Code of Practice for construction and maintenance activities. Responding to customer feedback.
Monitoring the asset condition, hydraulics and functionality	Structural condition assessment of drains from the annual CCTV condition and defects inspection. Stormwater quality into receiving waters is compliant under Environment Protection (Water Quality) Policy 2015. No EPA compliance notices issued to Council for stormwater management.
Maintenance of assets to keep the water treatments and resources network functioning and keeping detailed records of reasons for failures	Scheduled maintenance 100% compliant with manufacturers specification. Maintenance issues and condition reports register maintained, recording maintenance performed, labour and materials used. Quick response time for repair and maintenance. Proactive inspections of known 'hot spots' prior to major rain events.
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Risk based approach to replace assets identified as being in poor structural condition.
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Disposal of Land and Assets Policy

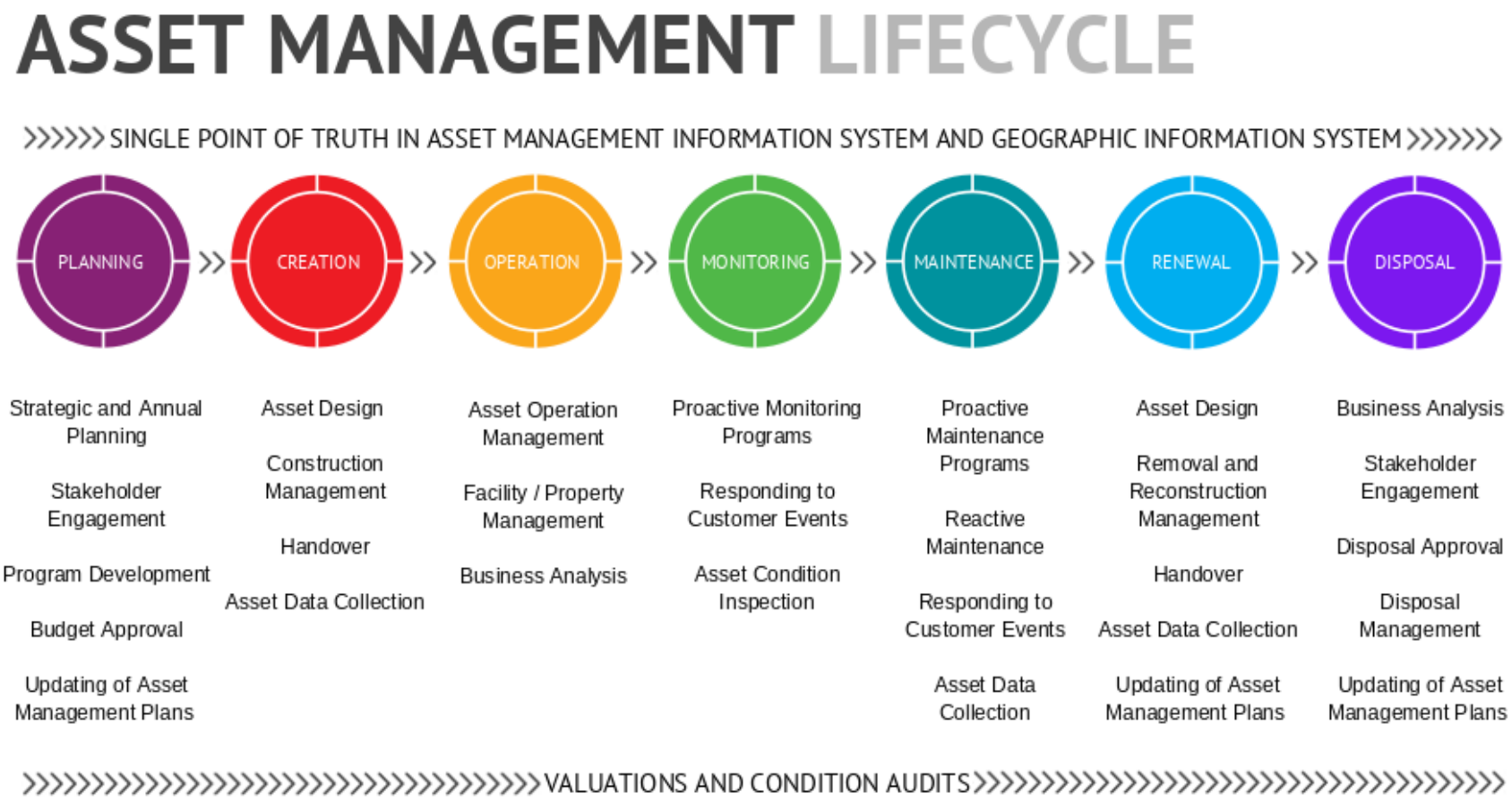
Legislative Requirements

Council considers the following legislative framework in the management of stormwater assets.

Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Coastal Protection Act 1972	Establishes Council's responsibility for the day-to-day maintenance of beach and coastal facilities
Development Act 1993	Development and building approval and requirements to control stormwater from developments
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection
Environment Protection (Water Quality) Policy 2015	Provides the structure for regulation and management of water quality in South Australian inland surface waters, marine waters and groundwaters
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long Term Financial Plan
Local Government (Stormwater Management) Amendment Act 2007	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils
Natural Resources Management Act 2004	Defines the natural resource management requirement to manage catchments including stormwater
Relevant Australian Standards	Establishes standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services or reduce risk of downtime.
- Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset
- Whole of life costs when making buying decisions
- Design standards where these are available.

New assets and the upgrade of existing assets are identified from:

- Community requests
- Known flooding locations and drainage system deficiencies
- Proposals identified by Stormwater Management Plans
- Potential locations for stormwater harvesting and reuse
- Partnerships with other organisations.



Figure 1: Flood mapping of the 100 year ARI - Found at the City of Marion Website



Figure 2: Construction of new stormwater side entry pits

The Drainage Matrix (Appendix B) is used to decide on the priority and ranking of individual drainage projects.

Projected Creation Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$1,700,000 *	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	**$27.8 M**

* Note that for 2020/21, $1.2M has been reallocated to the Water Treatment and Resources Asset Management Plan for the Lucretia Way Wetland project.

In addition, Stormwater Management Plans development costs have not been included in this Plan.

Future Trends

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

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 such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has a high impact on our water treatments and resources assets. We will continue to consider climate change impacts within standard asset replacement processes. The City of Marion Carbon Neutral Plan 2020 – 2030 is currently being developed as a roadmap to reduce carbon emissions from Council operations by 2030.

Additionally, 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.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions (development controls), insuring against risks and managing failures.

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 annual review of the Asset Management Plan.
Social	Changing community demographics, needs and expectations	Change in services or service levels .	Monitoring community expectation. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Smart Cities, Sensors, autonomous / connected vehicles and machine learning	Water conservation, harvesting and reuse, pit cleaning/street sweeping efficiencies and analysis of defects.	Market driven, opportunities to lobby for funding.
Technological	Being a smart organisation that uses data to drive decision making	Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery.	Utilisation based asset maintenance and renewal.

Driver area	Driver	Impact on services	Demand Management Plan
Legal	Regulated controls on quality of water treatments and resources discharging into river and marine environment and increased water treatments and resources reuse	Increase in infrastructure to control pollutants, capture and reuse water resources.	Establish compliance registers for key assets. Assess the compliance requirements and gaps.
Environmental	Reduced rainfall and increased intensity of rainfall events	Decreasing water supply and increasing demand. Increased onsite and catchment stormwater reuse. Changes to parks and gardens planting due to water restrictions.	Existing stormwater infrastructure has insufficient design capacity to cope with increased runoff from development - increased frequency of property flooding and damage.
Environmental	More frequent intense heatwaves and increased temperatures	Community demand for a higher level of amenity during summer months.	Monitor and review operations and management practises for seasonal variation. Stormwater reuse where applicable.
Environmental	Erosion and flooding of coastal areas due to sea level rise	Impacts on coastal environment, reduction in stormwater overfall capacity, stormwater capture and reuse infrastructure.	Follow the recommendations from the climate change adaptation plan.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level.	Adopting best practice principles across all three councils to deliver best value.
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	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.

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.

Stormwater operations include regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, side entry pit (SEP) and gross pollutant trap (GPT) cleaning.



Projected Operations Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	**$6.2 M**

Stormwater Monitoring includes an annual CCTV inspection program which reviews the current stormwater assets and identifies any defects or issues including a condition assessment to help determine when the asset should be renewed.

Projected Monitoring Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	**$0.3 M**

Maintenance programs are normally focused on industry best practice, legislative requirements and design specifications. Reactive pipe and pit repairs and pit lid replacement of the stormwater drainage network keeps it operating safely and at maximum capacity.

Projected Maintenance Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	**$3.5 M**

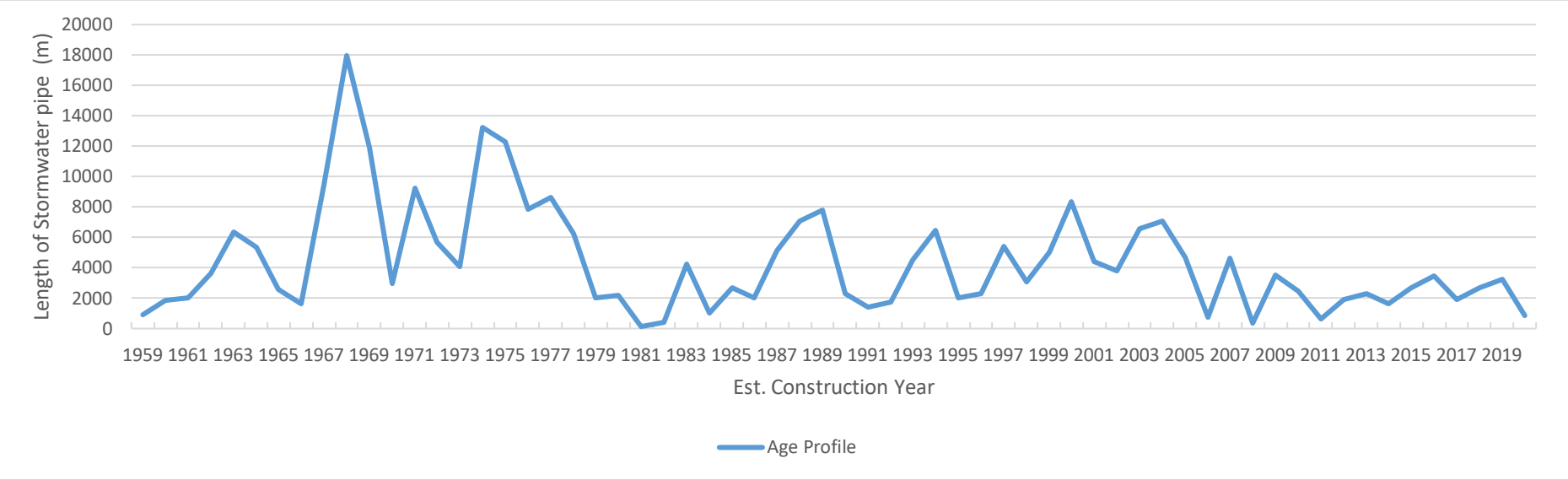
Asset Condition

Condition is monitored by CCTV and measured using a 1 – 5 grading system.

The overall condition of the entire stormwater network has not been assessed. CCTV has only been used in high priority areas for stormwater investigations. To gather condition data a CCTV program needs to be developed and undertaken.

Without condition data, the useful life and the estimated construction year of assets can provide insights on the age profile of the stormwater network.

Condition	Description of Condition	Residual Useful Life (% of asset design life remaining)	Estimated Network Condition
1	**Very Good**: only planned maintenance required	**60% to 100%**	**50%**
2	**Good**: minor maintenance required plus planned maintenance	**35% to 60%**	**50%**
3	**Fair**: significant maintenance required	**20% to 35%**	**0%**
4	**Poor**: significant renewal/rehabilitation required	**10% to 20%**	**0%**
5	**Very Poor**: physically unsound and/or beyond rehabilitation	**0% to 10%**	**0%**



ASSET RENEWAL AND DISPOSAL

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. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs. Council plans capital renewal projects to meet level of service objectives and minimise infrastructure service risks.

The capital renewal program is based on an analysis of the drivers for supply, as well as the outcomes of condition appraisals and maintenance plans. The ongoing monitoring of CCTV assessment will increase our knowledge on the condition of these assets and identify future renewal and replacement works.

This Asset Management Plan will be reviewed and updated annually with new condition data received through the CCTV inspection program. Where future CCTV inspections and assessments identify renewal works, these will be accommodated in the Long Term Financial Plan either by:

- Deferring / rescheduling capital works, or
- By increasing an allocation of the annual budgets

This AMP has not identified any renewal works, but has identified a number of upgrades in the Creation lifecycle phase and prioritised through the Drainage Matrix (Appendix B).

Projected Capital Renewal and Replacement Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	**$0 M**

Where assets are deemed to be in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required for disposal of that asset.

No assets have been identified for disposal under this plan.

Projected Disposal Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	**$0 M**

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from stormwater assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Risk Rating	Further actions	Forecast Risk Rating
Asset failure due to degradation	Prepare and implement Stormwater Management Plan (SMP) which addresses these issues. Two SMPs have been completed and endorsed. Align SMP outcomes with council's priorities matrix. Reactive CCTV inspection and condition rating of the Stormwater assets. Frequency analysis of asset performance and remaining useful life	Low	Proactive CCTV inspections of underground pipe network	Low
Asset service below technical and/or community levels of service		Low		Low
Asset not managed in an environmentally sustainable manner		Low		Low
Blockages within the network and /or reduced flow capacity	Proactive inlet cleaning & Street sweeping program. Proactive inspection of known 'hot spots' prior to major rain events.	Medium	Proactive CCTV inspections of underground pipe network	Low
The adoption of the Sturt River Stormwater Management Plan (in conjunction with Cities of Mitcham, West Torrens and Unley) will include a number of new projects to the Drainage Matrix	Work with internal and external stakeholders to review the recommendations for the Sturt River SWP	Medium	Review cost estimate of any proposed recommendations before endorsing the plan	Medium

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency, higher maintenance intervention levels, etc.

Critical assets have been identified, their typical failure mode and the impact on service delivery are as follows:

Critical Asset(s)	Failure Mode	Impact
Large pipe crossings under main roads	Road failure as a result of significant pipe damage	Commence proactive CCTV monitoring of stormwater network. Repair / replace high risk defects
Side entry pits, drain inlets and outlets	Blockages cause localised street and property flooding. Scouring downstream of drain outlets – erosion and watercourse bank collapse.	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
Box culverts and pipes	Collapse of asset	Commence proactive CCTV monitoring of the stormwater network. Repair / replace high risk defects

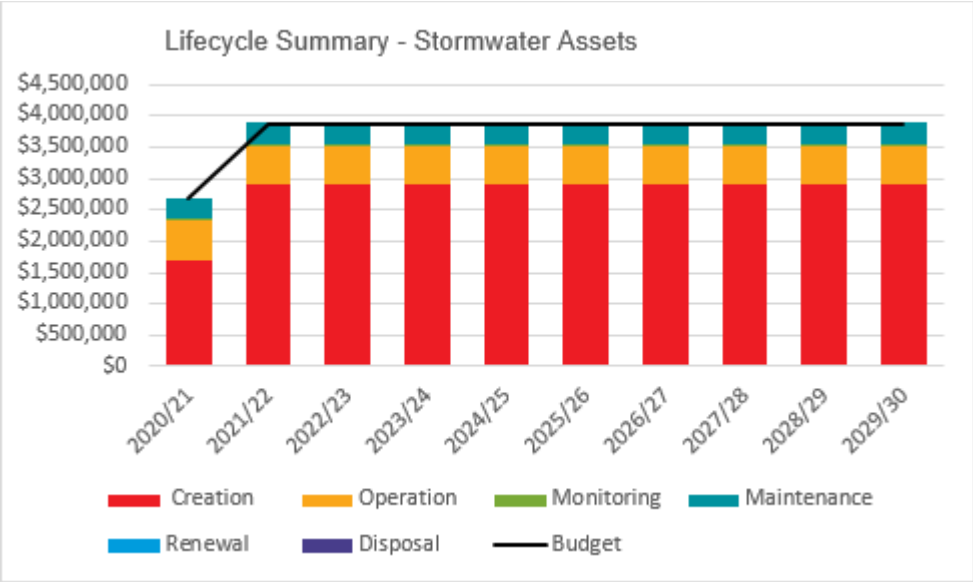
8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

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 further information becomes available on desired levels of service and current and projected future asset performance.

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.

Note that for 2020/21, $1.2M has been reallocated to the Water Treatment and Resources Asset Management Plan for the Lucretia Way Wetland project.

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The 10 year lifecycle cost for the services covered in this Asset Management Plan **is $37.80M (average of approx. $3.78M per year)** (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

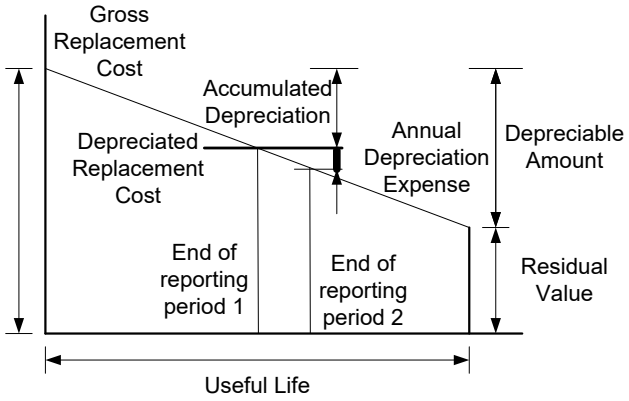
Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. Matching of lifecycle cost to lifecycle expenditure gives asset renewal of **100%** to maintain the service potential of the stormwater drainage network at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability.

Appendix A contains council's budgeted expenditures accommodated in the Long Term Financial Plan.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below. As assets are replaced in line with Council's 10-year Renewal Program, the purchase price recorded on the asset register is considered to be adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	**$214.23M**
Depreciable Amount	**$214.23M**
Depreciated Replacement Cost (Written Down Value)	**$173.65M**
Annual Average Asset Consumption	**$1.42M**
Rate of Annual Asset Consumption	**0.7 %** (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal	**100%** (Capital renewal expenditure/Depreciable amount)

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 and capital expenditure and asset values, depreciation expense and carrying amount estimates.

Key Assumptions	Risk of Change to Assumptions
The Long Term Financial Plan will not change over the planning period	Medium – When other SMP are endorsed this will require a review of the AMP and LTFP.
Drainage network overall condition is good to very good based on remaining life derived from age profile and current CCTV information (assuming 100 year useful life). If poorer condition drain lines are identified by future CCTV inspections, this will change the service life and introduce a renewal program	Medium
Climate Risk Assessments may impact asset useful lives	Medium
Carbon Neutral Plan may impact asset planning and renewal evaluation criteria	Medium
Community level of service expectations remain consistent	Low
No significant changes in legislation	Low
Assets are replaced on a 'like for like' basis	Low
The materiality threshold for assets is $5,000	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above a Materiality Threshold. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Trash Racks, Treenet Inlets and Pit Lids.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager Engineering, Assets and Environment	Ongoing
2	Undertake prioritised proactive annual CCTV surveys to inspect and assess the performance and condition of the stormwater assets to determine remaining useful life. Target 5% of network per year	Asset Owner – Manager Engineering, Assets and Environment	Annual program
3	Civil review - Prepare Operations and Maintenance Management Plan for infrastructure. The plan to include service levels, inspection frequency, maintenance activities and response time.	Manager Operations	June 2021
4	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives.	Unit Manager Asset Solutions	June 2021
5	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle.	Unit Manager Asset Solutions	June 2021
6	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	June 2021
7	Develop targets for community levels of service'	Asset Owner – Manager Engineering, Assets and Environment	June 2021
8	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
9	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
10	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager Engineering, Assets and Environment	November 2021 then annually
11	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Asset Owner – Engineering, Assets and Environment	November 2024
12	Prepare SMP for the remaining catchments - urban area abutting the Field River	Asset Owner – Manager Engineering, Assets and Environment	December 2026
13	Prepare SMP for the remaining catchments – east of the Sturt River	Asset Owner – Manager Engineering, Assets and Environment	December 2026
14	Continue to implement the two adopted Stormwater Management Plans over the 10-year planning period.	Asset Owner – Manager Engineering, Assets and Environment	June 2030

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.

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	TOTAL
2020/21	$1,700,000	$620,000	$30,000	$350,000	$0	$0	**$2,700,000**
2021/22	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2022/23	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2023/24	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2024/25	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2025/26	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2026/27	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2027/28	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2028/29	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2029/30	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
TOTAL	**$27,800,000**	**$6,200,000**	**$300,000**	**$3,500,000**	**$0**	**$0**	**$37,800,000**

APPENDIX B: Drainage Matrix

PROJECT	SOCIAL / POLITICAL							ECONOMIC			ENVIRO		TECHNICAL				PRIORITY SCORE		
	No. of Stakeholders	Stakeholder Activity	Alignment with other initiatives	Requirements (legal / standards)	Publicity if not installed	Publicity if installed	Align with Council Objectives	Internal Business Impact	External Funding	Maintenance Cost	Retains / Detains	WSUD/ Clean Water	Performance	Prevent the Flooding	Replace an Ageing System	Crucial for the Area		Cost $000	Funding - Marion/Holdfast
Crozier/Johnstone, Oaklands Pk	3	1	3	1	2	3	2	0	0	4	0	0	4	4	1	8	**36**	1,590	Marion
Berrima Rd (Pt2)	1	1	1	1	3	2	2	0	0	3	0	0	6	6	2	8	**36**	1,150	Marion
Melanto Tce, Marion	2	0	3	1	2	3	1	1	0	4	0	0	4	6	0	6	**33**	890	Marion
Warakila Road, Sheidow Park	1	2	0	1	2	1	1	1	0	4	0	0	4	6	2	4	**29**	320	Marion
Water course restoration Stage 2	1	0	1	1	0	1	1	0	2	2	2	4	4	4	2	4	**29**	250	Marion
Ayre St, Sth Plympton	2	0	3	1	1	3	1	1	0	4	0	0	4	4	0	4	**28**	390	Marion
Mercedes Avenue (Caprice Street), Hallett Cove	1	1	0	1	2	1	1	1	0	4	0	0	4	6	1	4	**27**	650	Marion
Railway Tce, Edwardstown	2	1	0	0	1	3	2	2	0	4	0	0	4	4	0	4	**27**	310	Marion
Shaftesbury Terrace (Laneway)	2	1	0	0	1	3	2	2	0	4	0	0	4	4	0	4	**27**	375	Marion
Woodlands Tce, Edwardstown	1	0	3	0	1	3	1	1	0	4	0	0	4	4	1	4	**27**	760	Marion
Warripaninga Wetlands	1	0	1	1	1	1	1	0	0	4	4	3	4	0	2	4	**27**	638	Marion
Shamrock Reserve WSUD	0	0	2	1	1	2	1	1	0	0	4	4	4	2	0	4	**26**	710	Marion
Dwyer Road, Oaklands Pk	2	0	3	1	1	3	2	1	0	4	3	0	2	4	0	0	**26**	700	Marion
English Avenue, Clovelly Park	1	1	1	1	2	1	1	1	0	4	0	0	4	6	0	4	**25**	300	Marion
Clark/Naldera, Glandore	2	0	0	1	1	3	2	0	0	4	0	0	4	2	0	6	**25**	1,100	Marion
Calauria/Bendigo Pl, Sheidow Park	2	0	0	1	1	3	1	2	0	4	0	0	4	0	2	4	**24**	190	Marion
Bandon Res (Shaftesbury), Marino - replacement	1	1	1	1	1	0	0	2	0	3	0	0	4	4	2	4	**24**	To be determined	Marion

PROJECT	SOCIAL / POLITICAL							ECONOMIC			ENVIRO		TECHNICAL				PRIORITY SCORE		
	No. of Stakeholders	Stakeholder Activity	Alignment with other initiatives	Requirements (legal / standards)	Publicity if not installed	Publicity if installed	Align with Council Objectives	Internal Business Impact	External Funding	Maintenance Cost	Retains / Detains	WSUD/ Clean Water	Performance	Prevent the Flooding	Replace an Ageing System	Crucial for the Area		Cost $000	Funding - Marion/Holdfast
Lucretia Wetland, Hallett Cove	1	1	3	0	1	1	2	0	1	1	4	2	2	0	1	4	**24**	1,100	Marion
Oval Road / State Park Boundary drainage	2	1	1	1	2	0	0	2	0	3	0	0	4	6	1	0	**23**	48	Marion
Finnis Street, Marion	1	1	1	0	1	1	0	2	0	3	0	0	2	4	2	4	**23**	180	Marion
Stradbroke Ave WSUD, Plympton Pk	1	1	2	1	1	1	2	1	0	1	4	4	0	2	0	2	**23**	75	Marion
Struan Ave,Warradale	1	0	3	1	1	3	1	1	0	4	0	0	2	2	0	4	**23**	800	Marion
Bowden Grove, Oaklands Park	2	0	0	0	1	1	1	2	0	3	0	0	4	6	0	2	**22**	To be determined	Marion
Calum Gr, Seacombe Heights	0	0	3	1	0	3	0	2	0	4	0	0	4	2	0	4	**23**	550	Marion
Bulter/Helmsdale, Glengowrie	1	0	0	1	1	3	1	1	0	4	0	0	2	4	0	4	**22**	710	Marion
Sub-Station, Shiedow Park	1	1	2	2	2	3	0	0	0	3	0	0	0	2	2	4	**22**	200	Marion
Tarranna Ave WSUD, Plympton Pk	1	0	3	1	0	2	2	2	0	1	4	4	0	0	0	2	**22**	90	Marion
Angas Crescent, Marino	1	1	0	1	2		0	1	0	4	0	0	2	6	0	2	**21**	20	Marion
Linwood Quarry and Golf Course Reuse / Lorenzin drain /Pine Ave Catchment project	2	0	1	0	0	0	1	0	0	0	4	2	4	2	0	2	**20**	1,200	Marion
Glade Crescent drain	1	0	2	0	0	1	2	0	0	2	0	0	4	2	2	4	**20**	90	Marion
Second Street Reserve drain, Hallett Cove	1	0	1	1	1	1	1	0	0	2	0	0	4	4	0	4	**20**	190	Marion
Harrow Road, Wattle Ave, Pine Ave GPTs	2	1	1	0	1	1	2	0	1	2	0	2	2	0	2	2	**19**	307	30% Marion
Mostyn Rd, Darlington	0	0	3	1	1	3	1	2	0	4	0	0	2	0	0	2	**19**	310	Marion
Yeelanna Ave, Seaview Downs	1	0	3	0	0	3	0	2	0	4	0	0	2	0	0	4	**19**	210	Marion

PROJECT	SOCIAL / POLITICAL							ECONOMIC			ENVIRO		TECHNICAL				PRIORITY SCORE		
	No. of Stakeholders	Stakeholder Activity	Alignment with other initiatives	Requirements (legal / standards)	Publicity if not installed	Publicity if installed	Align with Council Objectives	Internal Business Impact	External Funding	Maintenance Cost	Retains / Detains	WSUD/ Clean Water	Performance	Prevent the Flooding	Replace an Ageing System	Crucial for the Area		Cost $000	Funding - Marion/Holdfast
Dunluce St, Outfall	0	1	1	1	0	0	0	1	2	1	0	0	4	2	0	6	**19**	840	30% Marion
Edward St, Outfall	0	1	1	1	0	0	0	1	2	1	0	0	4	2	0	6	**19**	1,600	30% Marion
MCC Plaza ASR	0	0	1	0	0	1	1	0	0	0	3	4	4	0	2	2	**18**	200	Marion
Myer/Meadowvale, Sturt (Grandview Grove)	1	0	0	0	1	3	1	1	0	3	3	3	0	0	0	2	**18**	430	Marion
Rotorua Ave/Bowaka St, Park Holme	0	0	2	0	1	3	0	2	0	4	0	0	4	0	0	2	**18**	420	Marion
Fryer street Reserve, Hallett Cove	1	0	1	0	0	1	0	1	0	2	2	0	4	2	0	4	**18**	180	Marion
Davenport Tce, Seaview Downs	0	0	3	1	0	3	0	1	0	4	0	0	2	0	0	2	**16**	760	Marion
Kurrajong Pl, Seacombe Gdns	0	0	3	0	0	3	0	2	0	4	0	0	2	0	0	2	**16**	200	Marion
Truscott Ave, Seacombe Heights	0	0	3	0	0	3	0	2	0	4	0	0	2	0	0	2	**16**	140	Marion
Morphett Rd, Seacombe Heights	1	0	0	1	0	3	1	2	0	4	0	0	2	0	0	0	**14**	210	Marion
Gregory St WSUD, Seaview Downs	0	0	1	1	0	0	2	2	0	1	4	3	0	0	0	0	**14**	110	Marion
Aroona Road detention	0	0	0	0	1	0	1	2	0	0	4	2	2	0	0	2	**14**	70	Marion
Barramindi Drive detention	0	0	0	0	1	0	1	2	0	0	4	2	2	0	0	2	**14**	70	Marion
Bombay St, Oaklands Park	0	0	1	0	0	0	1	1	0	4	0	0	2	2	0	2	**13**	310	Marion
Solo St, Warradale	0	0	1	0	0	0	1	1	0	4	0	0	2	2	0	2	**13**	350	Marion
Perry Barr Road / Kanowna Street drain, Hallett Cove	0	0	1	0	0	1	1	2	0	0	0	0	4	2	0	2	**13**	40	Marion
Laurence St, Dover Gardens	0	0	1	0	0	0	1	1	0	4	0	0	2	2	0	2	**13**	370	Marion

PROJECT	SOCIAL / POLITICAL							ECONOMIC			ENVIRO		TECHNICAL				PRIORITY SCORE		
	No. of Stakeholders	Stakeholder Activity	Alignment with other initiatives	Requirements (legal / standards)	Publicity if not installed	Publicity if installed	Align with Council Objectives	Internal Business Impact	External Funding	Maintenance Cost	Retains / Detains	WSUD/ Clean Water	Performance	Prevent the Flooding	Replace an Ageing System	Crucial for the Area		Cost $000	Funding - Marion/Holdfast
Travers Street, Sturt	0	0	3	0	0	1	0	2	0	2	0	0	2	0	0	2	**12**	490	Marion
Byre Avenue, Sturt	1	0	1	0	0	0	1	1	0	4	0	0	2	0	0	2	**12**	186	30% Marion
Lonsdale Highway swales	1	0	1	0	0	0	1	0	0	0	2	2	2	0	2	0	**11**	240	Marion
Kurnabinna Tce drain, Hallett Cove	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	110	Marion
Rogana Crescent drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	70	Marion
Balandra Street drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	80	Marion
Kalmia Court drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	80	Marion
Bounty Road drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	90	Marion
Dutchman Drive drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	50	Marion
Gretal Crescent drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	80	Marion
Grand Central Ave drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	80	Marion
Madeleine Crescent drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	80	Marion
Quintus Tce, Dover Gardens	0	0	0	0	0	0	0	1	0	4	3	0	0	0	0	0	**8**	400	Marion
Barndoo St GPT, Hallett Cove	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	**8**	100	Marion
TOTAL																		**24,839**	

SCORING KEY

SOCIAL / POLITICAL						
0 - Low	0 - Low	0 - Not at all	0 - Low	0 - No	0 - Yes/High	0 - No
1	1 - Moderate	1 - Minor	1 - In part	1 - Possible	1 - Moderate	1 - In part
2	2 - High	2 - In part	2 - High	2 - Moderately	2 - Possible	2 - Yes
3		3 - Yes		3 - Yes	3 - No	
4						
5 - High						

ECONOMIC		
0 - Yes	0 - No	0 - Yes/Detailed
1 - In part	1 - Unlikely	1 - Regular
2 - No	2 - Likely	2 - By yearly
	3 - 50/50	3 - Not for 10 years
	4 - Full	4 - Not at all

ENVIRO	
0 - No effect	0 - No effect
1 - Unlikely	1 - Unlikely
2 - Possible	2 - Possible
3 - Likely	3 - Likely
4 - Moderately	4 - Moderately
5 - Highly effective	5 - Highly effective

TECHNICAL			
0 - Low/None	0 - No	0 - No	0 - No
2 - Moderate	2 - Slightly	1 - In part	2 - Slightly
4 - High	4 - Moderately	2 - Yes	4 - Moderately
6 - Very High	6 - High		6 - High
	8 - Very high		8 - Very high

CONNECT WITH US ONLINE

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marion.sa.gov.au

Front Cover Artwork
Title: Touch a Truck
Year: 2019

WATER TREATMENT AND RESOURCES ASSETS

Your feedback will help shape the development of our Asset Management Plans so that we offer the right levels of service for our assets for the future.

- **How well do they perform?**
- **Are they delivering our Community Levels of Service?**
- **What can be improved?**



Find out more and provide feedback at
makingmarion.com.au

Comments close on 9 September 2020

Our water treatment and resources assets include Oaklands Aquifer Storage and Recharge, Wetlands, Rivers and Creeks , Water Sensitive Urban Designs and Groundwater Bores.

WATERING OUR CITY

The City of Marion uses a range of water treatments to maximise water harvesting capacity and improve water quality across the City.

We seek to harness the potential of Stormwater to overcome water shortages and reduce urban temperatures,improving waterway health and the landscape of our city.

Our main Stormwater treatment facility is at Oaklands Wetlands. The wetlands are a 'water farm' capable of treating up to 400ML of Stormwater per year. Treated Stormwater is stored underground in the natural aquifer, providing a reservoir for summertime irrigation demands within the City of Marion.

This Plan treats Stormwater as a resource, from which ‘value’ can be extracted, whilst exploring every opportunity to minimise adverse impacts that Stormwater can create.

WHAT YOU TOLD US

Council uses a range of activities to engage with the community and stakeholders on these services, such as Social Media, Community Workshops and Meetings, Education Services, our website and via our Elected Members.

The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council’s future Community Satisfaction Surveys.

HOW WE HAVE LISTENED

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

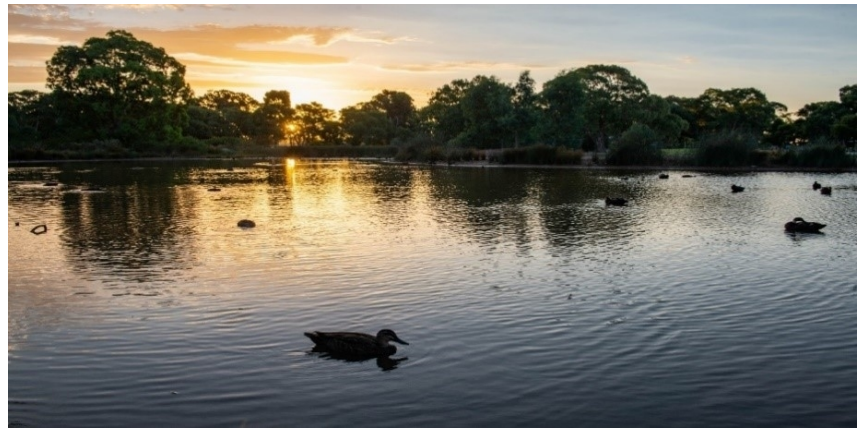
SAFETY	No preventable injuries
QUALITY	Operational requirements are safely and effectively met
FUNCTION	Provide sufficient assets to meet levels of service
CAPACITY	Assets are designed to cater for current demand
SUSTAINABILITY	Operational requirements are safely and effectively met, whilst minimising impact on the environment

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

This Plan is a first step towards improved asset management for our water resources. As such several improvements have been identified.

Future versions of this Plan will be informed by the improvement actions identified.

WHAT WE ARE DELIVERING



Becoming a 'Water Sensitive City' and minimising flooding.

Managing our significant wetlands to deliver a sustainable alternative source of water.

Investing in ground and surface water protection, enhancing streetscapes by incorporating rain gardens and other water sensitive urban design.

Exploring what we can do to build asset resilience in response to climate impacts.

Continuing to assess innovation opportunities through rapid changes in technology.

WATER TREATMENT AND RESOURCES ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Oaklands Wetlands Aquifer Storage and Recharge Facility / Distribution Network	- Gross replacement cost $7.65M
Wetlands, Rivers and Creeks	- Gross replacement cost $6.40M
Water Sensitive Urban Designs	- Gross replacement cost $5.01M
Groundwater Bores	- Gross replacement cost to be identified during 2020/21

Reliable to uncertain asset data

What it will cost over the 10-year planning period



Operation	$3.97M
Maintenance	$3.12M
Renewal	$3.68M
Total	$10.77M

Levels of Service



- Comply with all relevant Acts, Legislation and Standards.
- Comply with all Permits, Licences, Authorisation and Codes of Practice.
- Perform duties within Council Delegations.
- Operate in accordance with manufactures instructions and maintenance manuals.
- Deliver on community expectations within allocated budgets.

Funding levels are sufficient to continue to provide identified Community Levels of Service.

Risk Management



Detailed Risk Assessment and Risk Register.

Funding levels are sufficient to continue to manage risks.

Future Demands managed through ongoing monitoring



- Environmental Sustainability and drought response.
- Grant Opportunities, Technology and Improvement Initiatives.
- Legislation including State-led Water Allocation Plans.
- New Customers, Scheme Expansion and New Distribution Network.

Improvement Plan



- Improve data confidence.
- Integrate asset and financial management systems.
- Create a depreciation and fixed/variable cost model.
- Develop a Long-Term Financial Planning model.
- Develop Annual Replacement/Renewal Program and increasing level of detailed budgeting.

DRAFT Water Treatment and Resources Asset Management Plan 2020 - 2030

CITY OF MARION



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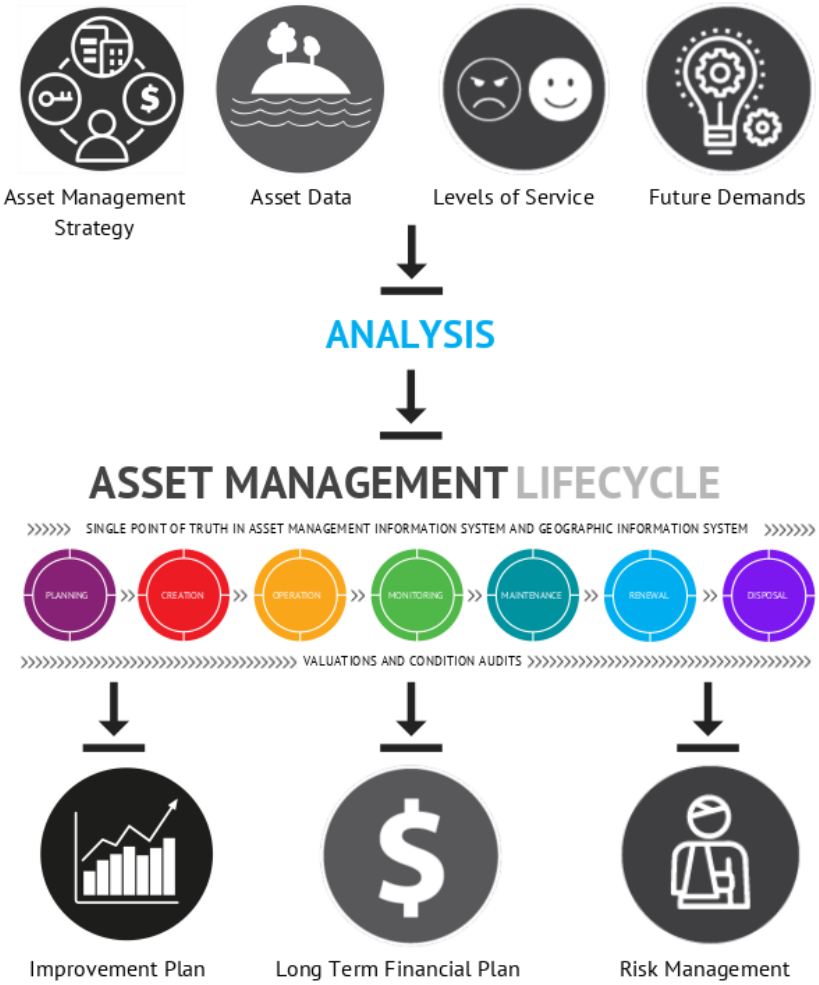
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1 - INTRODUCTION

What is this plan about?

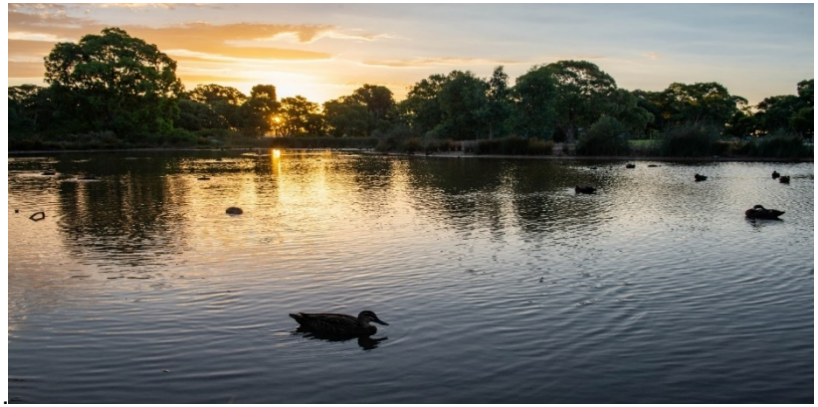
This Asset Management Plan (the Plan) defines the water resources, treatments and customer focused water services we provide, how they are provided, and the funding required to deliver water treatment and resource programs over 10 years.

This Plan is a first step towards improved asset management for our water resources. As such several improvements have been identified. In summary, the newer the asset class the better understanding of the cost to manage the asset, due to the higher confidence in the data used to drive the Plan. This is as expected and typical of Asset Management Plans. Future versions of this Plan will be informed by the improvement actions identified.

The City of Marion uses a range of water treatments and resources assets to maximise water harvesting capacity and improve water quality across the City. Council also aims to reuse alternative water, as well as minimising the use of potable water.

The Plan focuses on the following:

- **Oaklands Aquifer Storage and Recharge** (ASR) scheme, including the Recycled Stormwater Distribution Network.
- **Wetlands, Rivers and Creeks** Wetlands (including Warriparinga and Glade Crescent), Rivers and Creeks within Marion.
- **Water Sensitive Urban Designs (WSUDs),** detention/retention basins, raingarden and tank storage.
- **Groundwater Bores** (and conveyance pipes).



Oaklands Wetlands at Sunset

The wetlands are a “water farm” capable of treating up to 400ML of stormwater per year.

Treated stormwater is stored underground in the natural aquifer, providing a reservoir for summertime irrigation demands within the City of Marion

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation/purchase, renewal and disposal).

What will we do?

A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of the 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. Our management of our Water Resources demonstrates the benefits of using well established and proven technologies and practices whilst investing in relatively low risk innovation to deliver best practice.

This Plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council approval and or prioritisation based on community needs.

Council recognises that climate change is likely to affect asset life and functionality. The management of our water resources assets ensures Council is an environmentally sustainable champion and that our assets are more resilient to climate change.

What can you do?

Better understanding of community needs can help Council improve user experience, attract more users and inform decision making in providing services more efficiently. Council has identified this as an area for improvement regarding Water Resource Management. An action to develop community levels of service has been incorporated into the Improvement Plan.

Council would encourage feedback on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community, within available funding.

2- EXECUTIVE SUMMARY

WATER TREATMENT AND RESOURCES ASSET MANAGEMENT PLAN — EXECUTIVE SUMMARY

Assets covered by this plan



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- Improve data confidence.
- Integrate asset and financial management systems.
- Create a depreciation and fixed/variable cost model.
- Develop a Long-Term Financial Planning model.
- Develop Annual Replacement/Renewal Program and increasing level of detailed budgeting.

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Plan is a dynamic document reflecting and responding to changes over time. It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This Plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. Furthermore, it is driven by the Water Business Unit. It is treated as a single point of reference and source of truth regarding managing our Water Resources. Subsequent versions of this Plan will be informed via the Improvement Plans identified when preparing this Plan and as Council implements a new IT Platform for future asset management. This will result in improved granularity of data, comprehensive, accurate and complete asset registers and improved short and medium-term financial management.

Areas for improvement in identifying, valuing and maintaining assets within the Water Business have been identified. Historically, this resolution was unclear as assets have been managed across several Departments within Council and across general budget lines. The Plan now captures our Water Resources as a single entity, enabling the opportunity for holistic, fully funded, efficient management of our Water Resources.

The City of Marion aims to become a 'Water Sensitive City'. We seek to harness the potential of storm water to overcome water shortages and reduce urban temperatures, improving waterway health and the landscape of our City.

This Plan treats stormwater as a resource, from which 'value' can be extracted, whilst exploring every opportunity to minimise adverse impacts that stormwater can create. The management of stormwater to minimise flood risk and to comply with legal requirements is covered within Council's Stormwater Management Plans and within the Stormwater Asset Management Plan.

Implementation of the Plan is funded by the Long-Term Financial Plan and Annual Business Plan.

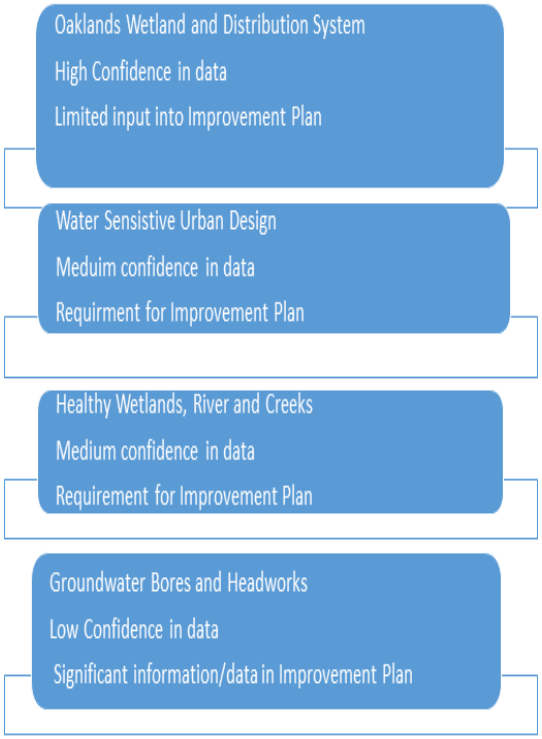
The effectiveness of the Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council. Council owns all its water treatments and resources assets, except for some reaches in Creeks and Rivers.

Defined Scope of Plan



	Quantity	Replacement Value (effective May 2020)	Average Age	Useful Life
Oaklands ASR Scheme and Distribution Network	1	$7.65M	30 years	Varies according to class of asset.
Wetlands, Rivers and Creeks	23main wetlands and approximately 24 km of water courses	Future costs for natural assets are to be calculated in relation to erosion and general maintenance issues. Valuation data for known assets $6.4M (Warriparinga & Glade Wetlands) Lucretia Way Wetland due to constructed in 2020/20 at a cost of $1.2M	Varies	Depending upon level of engineering control/service level set.
Water Sensitive Urban Design (WSUD) Infrastructure	75 site locations, numerous WSUD per site.	Valuation data for known assets $5.01M. Most WSUD are identified in the asset register, although some gaps exist. Further work on costings is required in the Improvement Plan	Varies	Depending upon level of engineering control/service level set.
Groundwater Bores and Headworks/pipes	13 including the following components. • Bore Well • Bore Lining • Bore Electrical Head-works • Bore Pump • Bore Pipe	Only a few G/W wells are identified in the asset register. Further work is required to improve the data and costings. Valuation data for all assets is not understood at this time.	Varies	Depending upon level of engineering control/service level set.

Data Quality

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	• 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 ± 2%
B	Reliable data	• 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 ± 10%
C	Uncertain data	• 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 ± 25%
D	Very uncertain data	• Based on unconfirmed verbal reports and/or cursory inspections and analysis • Dataset may not be fully complete, and most data is estimated or extrapolated. • Accuracy ± 40%
E	Unknown	• Unknown, as none or very little data held

Data confidence is assessed as reliable (confidence grade B) for the Oaklands ASR Scheme. Data confidence is assessed as (confidence grade C) for all other assets within this Plan. An Improvement Plan action has been identified to provide further focus on whole of life asset management for Council's WSUD assets and Groundwater Infrastructure.

Increased focus on asset management of River and Creeks is required. Historically, these assets were managed in the general portfolio of assets within several Departments within Council, without dedicated costings that were linked to valuation or asset condition.

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.

5 - LEVELS OF SERVICE

Community Levels of Service

Water Treatment and Resources assets enable Council to deliver services to the community and our customers. The following table demonstrates how the assets assist in achieving Community Levels of Service.

Community Level of Service		Achieved By
Safety	No preventable injuries	Applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled. Safety in Design approach is used during planning. Assets are risk assessed to ensure safe use within the community, and by contractors, staff and visitors. Experienced and competent workforce (internal and contracted).
Quality	Operational requirements are safely and effectively met.	Assets are managed and maintained to best practice industry standards. Typically, this is measured by: • Customer Events (CES) Reports. • Programmed inspections/maintenance and asset condition assessments. • Annual internal/external water demands planned and quantified in advance. • Regular meetings to discuss actuals vs. forecast. • Application of public procurement practices. • Excellent Contract Management. • Internal and External audits
Function	Provide sufficient assets to meet Levels of Service	Specification for assets meets service level requirements, safety standards and fit for purpose criteria assessment. Council Standards and Specifications for works. Provision of environmentally and economically effective water resources and infrastructure network.
Capacity	Assets are designed to cater for current demand	Modular design and construction of systems, infrastructure and procedures. This future-proofs machinery, plant and equipment, along with supporting systems of work to respond to changing legislative environments and commercial opportunities. Assets are only built and operated when required, reducing capex and operating expenditure until it is required. Useful life is increased by not having stranded or assets not used.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment	The natural environment is recognised and valued. Council invests in ground and surface water protection, enhancing streetscape by incorporating rain gardens and other WSUD and our significant wetlands. Groundwater injection and extraction systems are managed under strict operating conditions. Compliance with permits/licenses is considered essential.

Council uses a range of activities to engage with the community and stakeholders on these services, such as Social Media, Community Workshops and Meetings, Education Services, website and via our Elected Members. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed Levels of Service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates the Technical Levels of Service for Water Treatment and Resources assets.

Technical Level of Service	Achieved By
Planning in line with Asset Management policy principles and an optimal 10 year asset replacement program	Assets planned through the development and eventual Council endorsement of "opportunity specific" business cases. Business as usual for Oaklands wetland complies with the S48 Report for Water Resources and other relevant Council Resolutions. Assets are provided to meet design standards where these are available. Annual Renewal Budget developed, and Long-Term Financial Plan updated.
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Assets created to improve or upgrade a level of service through annual review. All procurement follows the City of Marion Procedure with asset specification and business requirements defined and General Ledger Fixed Asset Control Accounts updated.
Operation of an asset in the manner it was designed to be used for	Safe Work SA's Code of Practices followed. Service schedules are based on manufacturer and technical standards. Routine planned maintenance. Reactive maintenance. Some assets are managed to failure (bore pumps). Asset modification/enhancement may be considered to deliver added value/innovation.
Monitoring utilisation and recording asset downtime	Hours run reports. SCADA logs and environmental data sets collected and reviewed within Environmental Database. Monthly and annual Reporting. Annual calibration.
Maintenance of assets in line with a long-term asset sustainability index averaging 95-100%.	Quick response time to repair and maintain via contractors. Regular repair / upgrade to maintain structural integrity and safe systems of work.
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets renewed through Replacement Programs. Annual Replacement Program Budget developed, and Long-Term Financial Plan updated.
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Council's Disposal of Land and Assets Policy.

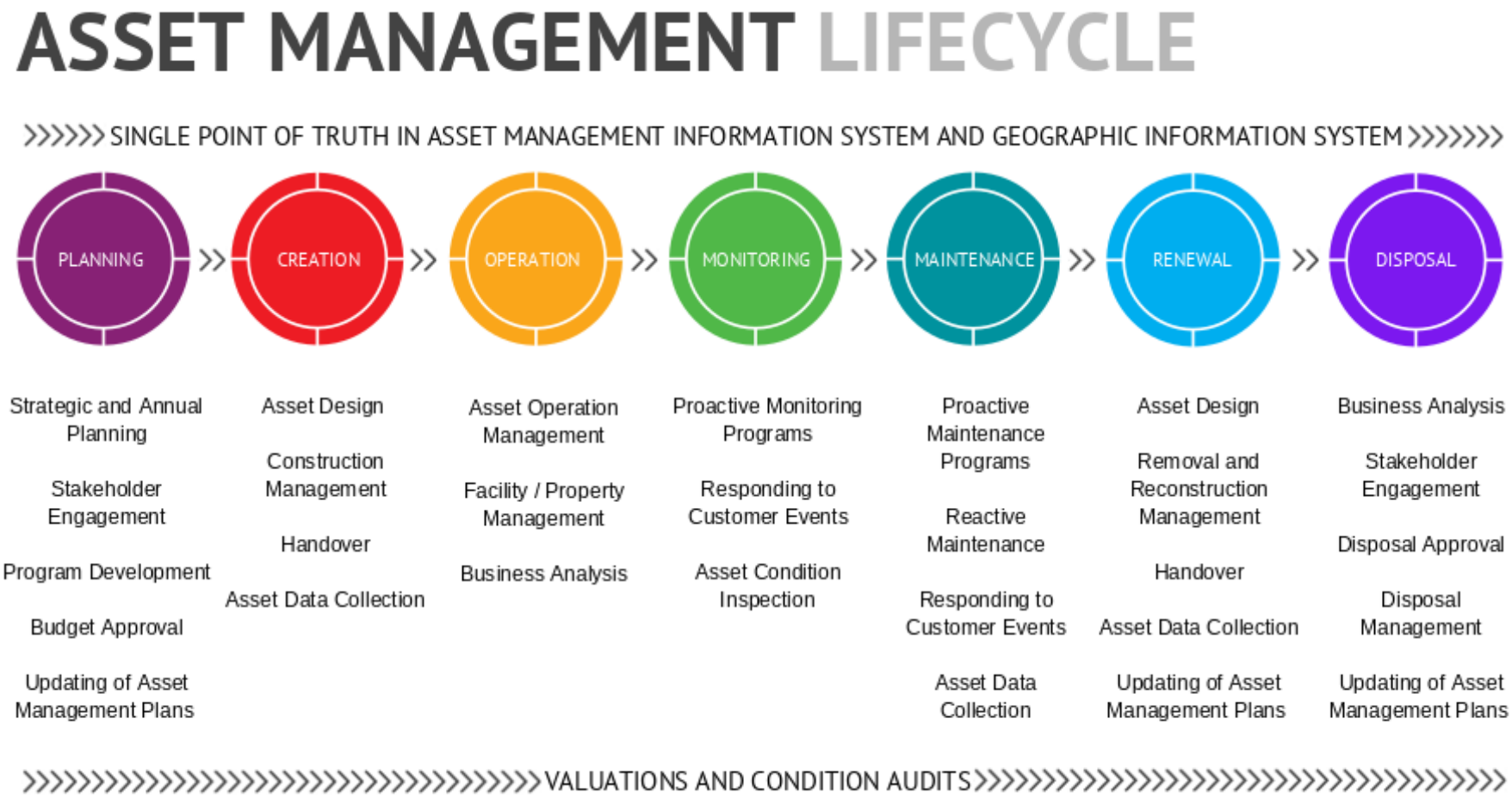
Legislative Requirements

Council considers the following legislative framework in the management of Water Treatment and Resources assets.

Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Coastal Protection Act 1972	Establishes Council's responsibility for the day-to-day maintenance of beach and coastal facilities
Development Act 1993	Sets development and building approval and requirements to control stormwater from developments
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection
Environment Protection (Water Quality) Policy 2015	Provides the structure for regulation and management of water quality in South Australian inland surface waters, marine waters and groundwaters
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long Term Financial Plan
Local Government (Stormwater Management) Amendment Act 2007	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils
Natural Resources Management Act 2004	Defines the natural resource management requirement to manage catchments including stormwater
Relevant Australian Standards	Establishes standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are “looked after”, both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services or reduce risk of downtime.
- Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset.
- Whole of life costs when making buying decisions.
- Design standards where these are available.

The capital works program is based on an analysis of the drivers for supply, as well as the outcomes of condition appraisals and maintenance plans. Where assets are deemed to be under capacity, in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required. This Plan quantifies the amount of funding required for capital over the next 10 years as well as identifying areas for improvement that may also need additional funding, pending further analysis.

Future Trends

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset need, useful life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has a high impact on our water treatments and resources assets. We will continue to consider climate change impacts within standard asset replacement processes. The City of Marion Carbon Neutral Plan 2020 – 2030 is currently being developed as a roadmap to reduce carbon emissions from Council operations by 2030.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions, addressing risks and managing failures.

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

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes and council amalgamations.	Change in services or service levels.	Approved business case and annual review of the Asset Management Plan.
Social	Changing community demographics, needs and expectations.	Change in services or service levels.	Measuring and monitoring community expectation. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Being a smart organisation that uses data to drive decision-making.	Drive efficiency through new techniques and practices.	Utilisation based asset maintenance and renewal. Carbon Neutral Plan 2020 – 2030 is currently being developed
Legal	Regulated controls on quality of water discharging into river and marine environment and increased water treatments and resources reuse.	Increase in infrastructure to control pollutants, capture and reuse water resources.	Establish compliance registers for key assets. Assess the compliance requirements and gaps.
Environmental	Reduced rainfall and increased intensity of rainfall events.	Decreasing water supply and increasing demand. Increased onsite and catchment water treatments and resources reuse. Changes to parks and gardens planting due to water restrictions.	Utilisation based asset maintenance and renewal.
Environmental	More frequent intense heatwaves and increased temperatures.	Community demand for a higher level of amenity (particularly irrigated green space) during summer months. Legal need to protect and enhance ground and surface water resource.	Utilisation based asset maintenance and renewal.
Environmental	Erosion and flooding of coastal areas due to sea level rise.	Impacts on coastal environment, reduction in water treatments and resources overfall capacity, water treatments and resources capture and reuse infrastructure.	Utilisation based asset maintenance and renewal.
Relationships	Collaboration between Cities of Marion, Holdfast Bay, Mitcham, Unley, West Torrens, Charles Sturt and Port Adelaide Enfield.	Shared responsibility for catchment management. Ability to deliver services at a higher operational level. Flood mitigation/Regional stormwater harvesting potential. Improved understanding of costs and capacity to test and maintain current community levels of service.	Adopt best practice principles across all three councils to deliver best value. Deliver Stormwater Management Plans. Continue to analyse the cost of providing service and the capacity to fund at the current level of service.

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. Water Treatment and Resources assets provide opportunities for recreation, environmental, social and amenity outcomes. Using wetlands to treat stormwater for reuse enables multiple outcomes, such as recreational activities like walking and cycling, picnics, bird watching and species diversity and abundance.

Operation includes the costs and activities to maintain the operation of an asset e.g. electricity costs to power pumps, insurance premiums, depreciation, fuel and staff costs. Maintenance programs are normally focused on industry best practice, legislative requirements and design specifications.

Proactive or planned maintenance is work that is identified and managed through a maintenance management system. Activities include inspection, undertaking scheduled servicing, assessing the condition against failure/breakdown, prioritising of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Reactive or unplanned maintenance is reactive repair work which is carried out in response to failure of an asset e.g. breakdown, accidental damage, safety repairs (non-scheduled servicing) etc. Assessment and priority of reactive maintenance is undertaken by staff assessing risk, using experience and sound judgement to minimize downtime.

Year	Operations and Maintenance Budget ($000)
2020/21	$709
2021/22	$709
2022/23	$709
2023/24	$709
2024/25	$709
2025/26	$709
2026/27	$709
2027/28	$709
2028/29	$709
2029/30	$709
Total	**$7,090**

The cost profile for the Oaklands ASR Scheme is based on the current business as usual model. This assumes current supply volumes are maintained for the duration of the planning period. In the event new demands are identified, a Business Case will be presented to Council. The intent is to ensure, as a minimum, the extra supply costs are charged out, to deliver income or a cost neutral position for Council.

Operations expenditure is impacted predominantly by depreciation costs, with power costs contributing significantly. Regarding the high-power costs for Oaklands ASR scheme, Council has approved additional solar panels at City Services to off-set future electricity costs at Oaklands, once pay back periods expire.

Proactive maintenance work is estimated at 80% of total maintenance expenditure. Current maintenance expenditure levels are not considered to be adequate to meet required service levels for some asset classes within the scope of this plan. Funding gaps were identified as part of the financial analysis of the water resources portfolio. Improvement actions have been identified.

The forecast operating and maintenance costs are a first cut analysis that collate all costs of all asset classes considered in this plan. Outcomes from the Improvement Plan process will, in future versions of this Plan, update these numbers with greater certainty. For example, costs will be identified to operate assets not currently on the valuations register.

They include the salary of the Water Resource Coordinator, who is responsible for all asset classes covered in this Plan. Future versions of the Asset Management Plan will allocate percentages of the salary and other overheads to specific asset classes within the plan for improved cost management. This higher resolution cost allocation process is identified as an action within the improvement planning process.

Council assesses the condition of its Water Treatment and Resources assets through a range of planned activities including:

- Routine visual inspections.
- Maintenance Reports.
- Safety and Operational Audits.
- Valuation inspections.

Condition is measured using a 1 – 5 grading system

Condition	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Repairs are undertaken as and when identified. Some asset classes such as bore pumps are managed to failure. Asset Condition Assessments are required for some asset classes within the Plan. This need will be covered via the improvement plan process.

ASSET RENEWAL AND DISPOSAL

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. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs. Council will plan capital renewal projects to meet level of service objectives and minimise infrastructure service risks.

The capital renewal program is based on an analysis of the drivers for supply, as well as the outcomes of condition appraisals and maintenance plans. Where assets are deemed to be under capacity, in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required. No significant asset has been identified to be suitable for disposal under this plan.

Asset renewals are generally on a like-for-like basis, with normal capability and capacity being replaced. The costs will be accommodated in the Long-Term Financial Plan and are summarised below:

	***Projected Capital Renewal and Replacement Expenditure* ($000s)**										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**
Wetlands, Rivers and Creeks	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$2,000
Warriparinga Pond Edging			$40								$40
Lucretia Way Wetland (Improvement to existing, detention basin. Note, fully funded from within Stormwater Budget)	$1,200										$1,200
Hugh Johnson Reed bed / Macrophyts from Detention basin			$34								$34
Cove Road Reed bed / Macrophyts from Detention basin on			$41								$41
South Road Reed bed / Macrophyts from Detention basin				$41							$41
Oaklands Distribution pump1				$40							$40
Oaklands Distribution pump 2					$40						$40
Warriparinga New Bore and			$150								$150
Oaklands Distribution pump 3								$40			$40
Oaklands ASR 3 Groundwater Pump								$30			$30
TOTAL	**$1,4200**	**$200**	**$465**	**$281**	**$240**	**$200**	**$200**	**$270**	**$200**	**$200**	**$3,656**

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from Water Treatment and Resources assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Asset failure resulting in significant adverse environmental impact	Appropriate Procurement and Contract Management practices. Experienced, competent staff and contractors. Safety in Design. Maintenance manuals comply with best practice and manufacturers standards. Asset Inspections and testing. Risk Assessments	Medium	Tracking innovation and best available techniques. Lessons sharing via Managed Aquifer User Group. Legal horizon scanning.	Low
Operator failure resulting in significant adverse environmental impact	Experienced, competent staff and contractors Asset inspections and testing Planned Maintenance	Medium	Integrate asset management plan with environmental management plan, reviews and audits.	Low
Asset service below technical and community levels of service	Near miss report Customer Events Asset Inspection and testing Regular planned maintenance	Medium	Integrate asset management plan with environmental management plan, reviews and audits	Low
Asset not managed in an environmentally sustainable manner	Power Supply Contract Solar Offset project (located at City Services). Night time irrigation supply, Aquatic and bankside vegetation control Fish Management Water Level/pressure/quality Monitoring and reporting	Medium	Adequate relevant on-going training and education. Mar User Group lessons learnt Continuation of applied research	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

Critical assets and the impact on service delivery have been identified as follows:

Critical Asset(s)	Impact of Failure / Service Deficiency
The Oaklands Wetlands Aquifer Storage and Recovery Scheme is considered holistically as a critical asset. It is designed, built and operated to deliver a sustainable alternative source of water. Historically a significant number of parks and gardens/ovals and bowling greens were irrigated using potable water.	Higher Costs to irrigate Public Open Space. Pollution of Groundwater Resource. Reputation and Political risks.
Groundwater Bores and conveyance pipes.	Higher Costs to irrigate Public Open Space. Pollution of Groundwater Resource. Reputation and Political risks.
Wetlands, Rivers and Creeks	Higher Costs to irrigate Public Open Space. Pollution of surface water Resource. Reputation and Political risks.

A variety of risk management actions are undertaken to eliminate/minimise the potential impact on Council's services including:

- Adopting additional inspection, testing and maintenance activities associated with these critical assets.
- Assessment of required service level expected by community.
- Improved Valuation data.
- Increased level of understanding of whole of life costs.

8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

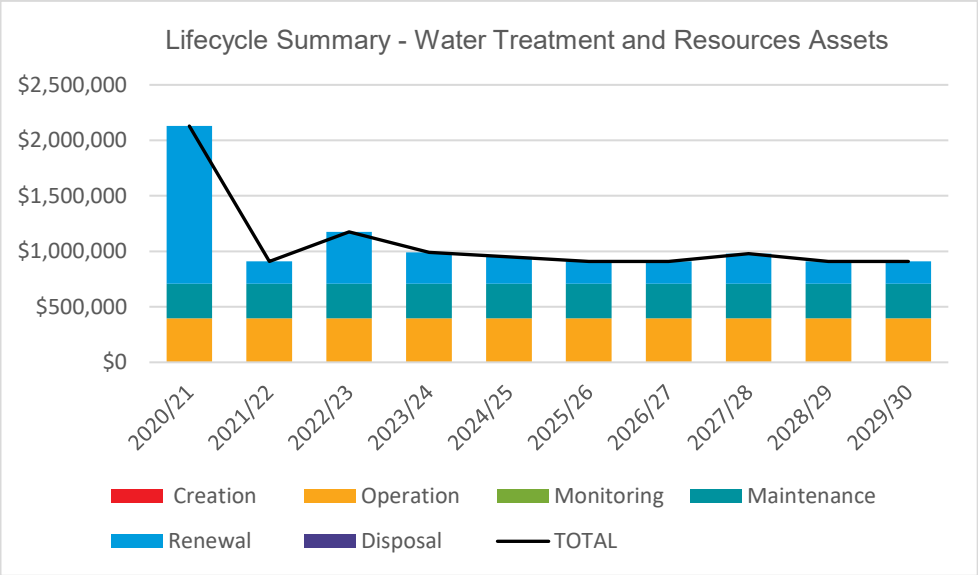
Financial Statements and Projections

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 further information becomes available on desired levels of service and current and projected future asset performance.

The improvement plans will increase the registered assets within the scope of this plan. The valuation data will record new assets and new balance sheet costs. The increased identified costs will be incremental and managed so ensure no shocks to the systems. Valuation data will be progressively improved over several years. Bottom up budgeting will smooth budget curves and savings will be identified through efficiencies and economies of scale.

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.

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life-cycle cost covered in this Plan include the operating and maintenance component of **$0.763M.** per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

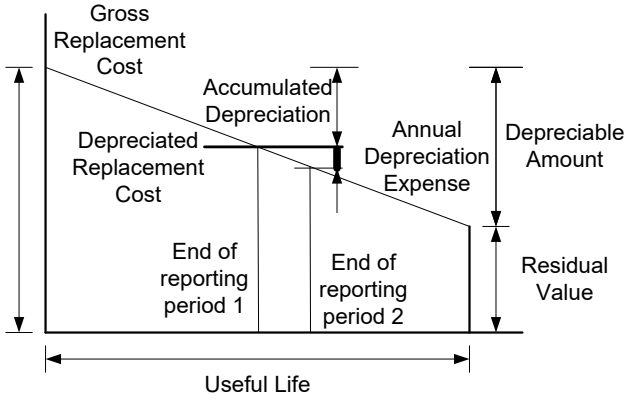
Lifecycle costs can be compared to llife-cycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The Lifecycle expenditure over the 10-year planning period is **$10.77M** (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

The matching of lifecycle cost to lifecycle expenditure gives asset renewal of 100% to maintain the service potential of the assets at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below. As assets are replaced regularly in line with Council's 10-year Water Treatment and Resources Replacement Program, the purchase price recorded on the asset register is adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	**$19.06M**
Depreciable Amount	**$19.06M**
Depreciated Replacement Cost (Written Down Value)	**$15.07M**
Annual Average Asset Consumption	**$0.27M**

Rate of Annual Asset Consumption - Average **2%** due to long lived assets (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal is **greater than 100%**

Capital renewal expenditure vs depreciation is an interesting exercise as many assets are long lived assets and have minimal depreciation (2%). Asset renewal is a better guide of true cost of holding assets as some major items will not be replaced in one 10-Year cycle. Other significant assets do require renewal within the 10-year cycle.

In 2020 Council will renew assets at **>100%** of the rate they are being consumed and will be increasing its asset stock by **0%** in the year.

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 and capital expenditure and asset values, depreciation expense and carrying amount estimates.

Key Assumptions	Risk of Change to Assumptions
The data is based on valuation information rather than specific condition data so renewal estimates may not be accurate	Medium
The Long Term Financial Plan will not change over the planning period	Medium
Carbon Neutral Plan may impact asset planning and renewal evaluation criteria	Medium
Climate Risk Assessments may impact asset useful lives	Low
Community level of service expectations remain consistent	Low
No significant changes in legislation	Low
Plant and equipment are replaced on a 'like for like' basis	Low
Plant and equipment are replaced based on meeting utilisation thresholds	Low
The materiality threshold for plant and equipment is $10,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above a Materiality Threshold. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline
1	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
2	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager, Engineering, Assets and Environment	Ongoing
3	Oaklands Wetlands ASR Scheme; provide greater resolution in Asset Register/Valuation sheet, whole of life cost model, cash flow and Business Analyst Tools.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
4	Reconcile all WSUD assets within Valuation Sheet and Operational Maintenance inventory. Assign values for maintenance and replacement, and asset useful life and residual value. Create a depreciation and fixed/variable cost model.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
5	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives.	Unit Manager Asset Solutions	June 2021
6	Reconcile all Groundwater Bores/Headworks assets within Valuation Sheet and Operational Maintenance inventory. Assign values for maintenance and replacement and asset life/residual value. Create a depreciation and fixed/variable cost model.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
7	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Water Resource Assets can reduce carbon emissions for Council operations by 2030.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
8	Develop targets for community levels of service	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
9	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle	Unit Manager Asset Solutions	June 2021
10	Investigate feasibility of adding additional questions of Council's future Community Satisfaction Surveys	Unit Manager Asset Solutions	June 2021
11	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
12	Annual review of KPIs and benchmarks aligned to Asset Management Strategy	Unit Manager Asset Solutions	June 2021 then annually

	Task	Responsibility	Timeline
13	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager, Engineering, Assets and Environment	November 2021 then annually
14	Reconcile all Wetlands, River and Creek assets within Valuation Sheet and Operational Maintenance inventory. Assign values for maintenance and replacement and asset life/residual value. Create a depreciation and fixed/variable cost model.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
15	Develop a Long Term Financial Planning model for the Water Business to consider cost of capital, operations and maintenance, cash flows, Net present values and Return on Investment decision making.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
16	Annual Replacement/Renewal Program and increasing level of detailed budgeting (bottom up) developed in successive versions of the Asset Management Plan for all asset classes.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
17	Develop detailed bottom up budgets for all asset classes that identifies Operations and Maintenance costs and pro-active and reactive costs.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
18	Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability.	Unit Manager Statutory Finance and Payroll	June 2023
19	Explore alternative asset management systems to monitor servicing schedules and record maintenance activities undertaken.	Subject Matter Expert – Water Resources Coordinator	June 2024
20	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Asset Owner – Manager, Engineering, Assets and Environment	November 2024

APPENDIX A - Budgeted Expenditures Accommodated in LTFP

All figures 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.

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	TOTAL
2020/21	$0	$397,000	$0	$312,000	$1,420,000	$0	**$2,129,000**
2021/22	$0	$397,000	$0	$312,000	$200,000	$0	**$909,000**
2022/23	$0	$397,000	$0	$312,000	$465,000	$0	**$1,174,000**
2023/24	$0	$397,000	$0	$312,000	$281,000	$0	**$990,000**
2024/25	$0	$397,000	$0	$312,000	$240,000	$0	**$949,000**
2025/26	$0	$397,000	$0	$312,000	$200,000	$0	**$909,000**
2026/27	$0	$397,000	$0	$312,000	$200,000	$0	**$909,000**
2027/28	$0	$397,000	$0	$312,000	$270,000	$0	**$979,000**
2028/29	$0	$397,000	$0	$312,000	$200,000	$0	**$909,000**
2029/30	$0	$397,000	$0	$312,000	$200,000	$0	**$909,000**
TOTAL	**$0**	**$3,970,000**	**$0**	**$3,120,000**	**$3,676,000**	**$0**	**$10,766,000**

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marion.sa.gov.au

Front Cover Artwork
Title: Oaklands Wetlands

CITY OF MARION

Update to the Schedule of Delegations: Fire and Emergency Services Act 2005, the South Australian Public Health Act 2011 and Landscape South Australia Act 2019

Originating Officer	Unit Manager Governance and Council Support - Jaimie Thwaites
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R10

REPORT OBJECTIVE

This report provides details of changes to the delegations under the *Fire and Emergency Services Act 2005,* the *South Australian Public Health Act 2011* and *Landscape South Australia Act 2019* to ensure that Council is compliant with the relevant legislation and provides for effective, efficient and appropriate decision making by Council officers.

EXECUTIVE SUMMARY

Updates to the delegation templates for the *Fire and Emergency Services Act 2005* and the *South Australian Public Health Act 2011* are now recommended due to legislative amendments and changes to the Local Government Association templates.

New delegations are required for the *Landscape South Australia Act 2019* and *Landscape South Australia (General) Regulation 2020*. These delegations replace the previous *Natural Resources Management Act 2004* delegations.

A summary of the changes is outlined in Attachment 1. Any changes which relate to powers, functions or duties (or part thereof) are marked-up in the attachment of the related Instrument of Delegation.

RECOMMENDATION

That having conducted a review of Council's Delegations Register in accordance with Section 44(6) of the *Local Government Act 1999*, Council:

1. Revocations

1.1 Hereby revokes its previous delegations to the Chief Executive Officer of those powers and functions under the following:

1.1.1 *Fire and Emergency Services Act 2005* and *Fire and Emergency Services Regulations 2005*

1.1.2 *Natural Resources Management Act 2004, Natural Resources Management (General) Regulations 2005* and *Natural Resources Management (Transitional Provisions - Levies) Regulations 2005*

1.1.3 *South Australian Public Health Act 2011 the South Australian Public Health (Legionella) Regulations 2013, South Australian Public Health (Wastewater) Regulations 2013* and *South Australian Public Health (General) Regulations 2013*

2. Delegations made under the *Local Government Act 1999*

2.1 In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Acts and specified in the proposed Instruments of Delegation contained in Attachments 1-4 (each of which is individually identified as indicated below) are hereby delegated this 11th day of August 2020 to the person occupying the office of Chief Executive Officer subject to the conditions and or limitations specified herein or in the Schedule of Conditions in each such proposed Instrument of Delegation.

2.1.1 *Fire and Emergency Services Act 2005* and *Fire and Emergency Services Regulations 2005* (Attachment 2)

2.1.2 *South Australian Public Health Act 2011, South Australian Public Health (Legionella) Regulations 2013, South Australian Public Health (Wastewater) Regulations 2013* and *South Australian Public Health (General) Regulations* 2013 *(Attachment 3)*

2.1.3 *Landscape South Australia Act 2019* and *Landscape South Australia (General) Regulations 2020* (Attachment 4)

2.2 Such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated herein or in the Schedule of Conditions contained in each such proposed Instrument of Delegation.

BACKGROUND

Councils have certain duties which they must perform and certain powers which they may exercise, pursuant to the *Local Government Act 1999* as well as a range of other Acts. In most cases the relevant Acts grant those obligations and powers directly to Council as a body.

It is not practical or efficient for the Council as a body of elected members to perform the many functions or undertake the many activities that are required in the day to day administration of the Council's roles and functions. Delegations are the way in which the Council enables other people/bodies (usually Council officers) to undertake these steps on its behalf.

Therefore it is necessary for the Council to take formal steps to delegate to such people/bodies the authority to make decisions, perform functions or undertake activities on behalf of the Council.

As a matter of best practice it is usual for delegations to be made by the Council to the Chief Executive Officer (or equivalent). Once the delegations to the Chief Executive Officer have been made, the Chief Executive Officer may then make sub-delegations to relevant Council officers (or such other bodies as are allowable, such as committees in some cases).

Section 44 of the *Local Government Act 1999* provides the framework within which delegations may be made including the identification of a number of areas that cannot be delegated.

DISCUSSION

Attached to this report are the *Fire and Emergency Services Act 2005* (Attachment 2) *South Australian Public Health Act 2011* (Attachment 3) sections of the City of Marion Schedule of Delegations that have been included on the basis of recent legislative changes that have occurred and, amendments made to the delegation templates on the Local Government Association's secure website.

The *Natural Resources Management Act 2004* delegations are recommended to be revoked. These delegations are to be replaced by new delegations for the *Landscape South Australia Act 2019* and *Landscape South Australia (General) Regulation 2020 (*Attachment 4).

CONCLUSION

Delegation updates ensure Council's compliance with legislation and the effective administration of Council's powers, functions and duties.

Updating the schedule of delegations, particularly in relation to legislative changes, is essential to ensure that Council continues to act intra vires.

Attachment

#	Attachment	Type
1	Attachment 1 - Summary of Updates to Delegations	PDF File
2	Attachment 2 - Fire and Emergency Services Act 2005	PDF File
3	Attachment 3 - SA Public Health Act 2011	PDF File
4	Attachment 4 - Landscape South Australia Act 2019	PDF File

Attachment 1

UPDATES TO THE SCHEDULE OF DELEGATIONS

Act Document/ Page on Website	Para number in instrument which contain changes	Section number of Act/ Regulation	Whether change is Addition/ Amendment/ Deletion	Reason for change
Instrument of Delegation under the Fire & Emergency Services Act	10.5.3	105F(9)	Amendment	Legislative amendment
Instrument of Delegation under the Landscape South Australia Act 2019	All (new)	All (new)	Addition	Commenced 1 July 2020
Instrument of Delegation under the Natural Resources Management Act	All	All	Deletion	Replaced by Landscape South Australia Act 2019 on 1 July 2020
Instrument of Delegation under the South Australian Public Health Act 2011, South Australian Public Health (Legionella) Regulations 2013, South Australian Public Health (Wastewater) Regulations 2013, South Australian Public Health (General) Regulations 2013 and South Australian Public Health (Fees) Regulations 2018	13.6.7 16.2.2 17.1	92(5) 95(13) 96(3)	Amendment “ “	Legislative Amendment “ “

Attachment 2

INSTRUMENT OF DELEGATION UNDER THE FIRE AND EMERGENCY SERVICES ACT 2005 AND THE FIRE AND EMERGENCY SERVICES REGULATIONS 2005

NOTES

1. In the exercise of the powers contained in Section 44 of the Local Government Act 1999, the Corporation of the City of Marion delegates the following powers, functions and duties under the Fire and Emergency Services Act 2005 and Fire and Emergency Services Regulations 2005 this 11th ~~22nd~~ day of August~~May~~ 2020~~12~~ to the person occupying the office of Chief Executive Officer of the Council and the said powers, functions and duties may be sub-delegated by the delegate to any other officer of the Council.

2. In this instrument the following abbreviation has the following meaning:

   'SAMFS' means the South Australian Metropolitan Fire Service

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

	Delegate to CEO	Sub-delegation
1. Areas of Urban Bushfire Risk		
1.1 The power pursuant to Section 4A(3) of the Fire and Emergency Services Act 2005 ('the Act'), to consult with and make submissions to the Commission before the Commission publishes a notice in the Gazette designating pursuant to Section 4A(1) of the Act an area within a fire district as an area of urban bushfire risk, varies an area designated under Section 4A(1) of the Act or revokes the designation of an area under Section 4A(1) of the Act.	Y	
2. Use of Facilities – State Bushfire Coordination Committee		
2.1 The power pursuant to Section 71C of the Act to make arrangements with the State Bushfire Coordination Committee for the State Bushfire Coordination Committee to make use of the services of the staff, equipment or facilities of the Council.	Y	
3. Use of Facilities – Bushfire Management Committees		

	3.1 The power pursuant to Section 72D of the Act to make arrangements with a Bushfire Management Committee for the Bushfire Management Committee to make use of the services of the staff, equipment or facilities of the Council.	Y	
4.	**Fire Control Officers**		
	4.1 The power pursuant to Section 103(1) of the Act to request that the Chief Officer of the SACFS appoint a person as fire control officer for a designated area of the State (whether inside or outside a council area).	Y	
	4.2 The power pursuant to Section 103(2) of the Act to consult with and make submissions to the Chief Officer of the SACFS before the Chief Officer of the SACFS of his or her own initiative appoints a person as a fire control officer for a designated area of the State (whether inside or outside a council area) in relation to the proposed appointment.	Y	
5.	**Giving of Expiation Notices**		
	5.1 The duty pursuant to Section 104 of the Act to not authorise a person (under Section 6(3)(b) of the Expiation of Offences Act 1996) to give expiation notices for alleged offences under Part 4 of the Act unless the person is a fire prevention officer.	Y	
6.	**Appropriation of Penalties**		
	6.1 The duty pursuant to Section 105 of the Act if a summary offence against Part 4 of the Act is committed in the area of the Council and the complaint is laid by the Council (or an officer of the Council), to pay any fine recovered from the defendant into the general revenue of the Council (rather than into the Consolidated Account).	Y	
7.	**Interpretation**		
	7.1 The power pursuant to Section 105A of the Act to authorise for the purposes of Part 4A of the Act an authorised person appointed by the	Y	

	Council under the Local Government Act 1999.		
8.	**Fire Prevention Officers**		
8.1	The power and duty pursuant to Section 105B(1) of the Act and subject to Sections 105B(2) and 105B(3) of the Act, to appoint at least one person as a fire prevention officer for the Council's area.	Y	
8.2	The duty pursuant to Section 105B(3) of the Act to -		
	8.2.1 in determining the number of fire prevention officers to appoint under Section 105B(1) of the Act; and	Y	
	8.2.2 in assessing the qualifications or experience of a person for the purposes of Section 105B(2) of the Act,	Y	
	take into account any policy developed by SACFS for the purposes of Section 105B of the Act.	Y	
8.3	The power pursuant to Section 105B(3) of the Act to apply to the Chief Officer of the SACFS for an exemption for the Council from the requirement to appoint a fire prevention officer under Section 105B of the Act.	Y	
9.	**Reports**		
9.1	The duty pursuant to Section 105E of the Act to, where required by written notice from the Commission, the State Bushfire Safety Coordination Committee or a bushfire management committee in whose bushfire management area the Council's area is wholly or partly located, provide to the Commission, the State Bushfire Coordination Committee or the bushfire management committee (within a period stated in the notice or at stated intervals) any report, or reports relating to the performance, exercise or discharge of the functions, powers or responsibilities of the fire prevention officer or officers (if any) for the Council's area, as the Commission, the State Bushfire Coordination Committee or the bushfire management committee (as the case	Y	

	may be) thinks fit.		
10. Private Land			
10.1	The duty pursuant to Section 105F(2) of the Act, in determining the standard required to comply with Section 105F(1) of the Act (but subject to Section 105F(4) of the Act), to take into account the following matters (insofar as may be relevant and without limiting any other relevant matter):		
	10.1.1 the nature of the land;	Y	
	10.1.2 whether the land is in a country, metropolitan, township or other setting;	Y	
	10.1.3 the activities carried out on the land (including whether flammable or combustible materials or substances are used or stored on the land);	Y	
	10.1.4 other statutory standards or requirements that apply to or in relation to the land.	Y	
10.2	The power pursuant to Section 105F(5) of the Act, if the Delegate believes on reasonable grounds -		
	10.2.1 that an owner of private land has failed to comply with Section 105F(1) of the Act; or	Y	
	10.2.2 that measures should be taken in respect of particular private land for the purpose of -	Y	
	10.2.2.1 preventing or inhibiting the outbreak of fire on the land; or	Y	
	10.2.2.2 preventing or inhibiting the spread of fire through the land; or	Y	
	10.2.2.3 protecting property on the land from fire,	Y	

	to, by notice in writing that complies with any requirements set out in the regulations, require the owner of the private land to take specified action to remedy the default or to protect the land or property on the land, within such time as may be specified in the notice.	Y	
10.3	The power pursuant to Section 105F(6) of the Act and without limiting the operation of Section 105F(5) of the Act, to include in a notice under Section 105F(5) of the Act directions -		
	10.3.1 to trim or remove vegetation on the land; or	Y	
	10.3.2 to remove flammable or combustible materials or substances, or to store flammable or combustible materials or substances in a specified manner; or	Y	
	10.3.3 to eliminate a potential ignition source; or	Y	
	10.3.4 to create, establish or maintain fire breaks or fuel breaks.	Y	
10.4	The duty pursuant to Section 105F(7) of the Act, in acting under Section 105F(5) of the Act, to apply any guidelines prepared or adopted by the Minister for the purposes of Section 105F(5) of the Act and published by the Minister in the Gazette.	Y	
10.5	The power pursuant to Section 105F(9) of the Act to give a notice under Section 105(5) of the Act -		
	10.5.1 personally; or	Y	
	10.5.2 by post; or	Y	
	10.5.3 if the delegate cannot, after making reasonable inquiries, ascertain the name and address of the person to whom the notice is to be given -	Y	

	10.5.3.1 by publishing the notice ~~in a newspaper circulating in the locality of the land; and~~	Y	
	(A) on a website determined by the Minister; or	Y	
	(B) in a newspaper circulating in the locality of the land; and	Y	
	10.5.3.2 by leaving a copy of the notice in a conspicuous place on the land.	Y	
10.6	The power pursuant to Section 105F(10) of the Act to, by further notice in writing, vary or revoke a notice under Section 105(5) of the Act.	Y	
10.7	The duty pursuant to Section 105F(11) of the Act, if a notice under Section 105F(5) of the Act is directed to an occupier of land, to take reasonable steps to serve (personally or by post) a copy of the notice on the owner.	Y	
11.	**Council Land**		
11.1	The power pursuant to Section 105G(5) of the Act to consult with and make submissions to the Minister on the referral of a matter under Section 105G(4) of the Act.	Y	
11.2	The duty pursuant to Section 105G(7) of the Act, to comply with a notice under Section 105G(6) of the Act.	Y	
12.	**Additional Provision in Relation to Powers of Authorised Officers**		
12.1	The power pursuant to Section 105J(1) of the Act, for a purpose related to the administration, operation or enforcement of Part 4A of the Act, to -		
	12.1.1 at any reasonable time, after giving reasonable notice to the occupier of the land, enter the land; or	Y	
	12.1.2 with the authority of a warrant issued	Y	

	by a magistrate, or in circumstances in which the delegate reasonably believes that immediate action is required, use reasonable force to break into or open any part of, or anything in or on, the land.		
12.2	The power and duty pursuant to Section 105J(3) of the Act to apply for a warrant -		
	12.2.1 either personally or by telephone; and	Y	
	12.2.2 in accordance with any procedures prescribed by the regulations.	Y	
12.3	The power pursuant to Section 105J(4) of the Act, in exercising a power under Part 4A of the Act, to -		
	12.3.1 give directions with respect to the stopping, securing or movement of a vehicle, plant, equipment or other thing;	Y	
	12.3.2 take photographs, films, audio, video or other recordings;	Y	
	12.3.3 give any other directions reasonably required in connection with the exercise of the power.	Y	
12.4	The power pursuant to Section 105J(5) of the Act, in exercising a power under Part 4A of the Act, to be accompanied by such assistants as may reasonably be required in the circumstances.	Y	
12.5	The power pursuant to Section 105J(6) of the Act, if an owner of land refuses or fails to comply with the requirements of a notice under Section 105F(5) of the Act, to proceed to carry out those requirements.	Y	
12.6	The power pursuant to Section 105J(7) of the Act to authorise a person for the purposes of Section 105J(6) of the Act, to take action under Section 105J(6) of the Act on the Council's behalf.	Y	
12.7	The power pursuant to Section 105J(8) of the	Y	

Act, to recover the reasonable costs and expenses incurred by an authorised person in taking action under Section 105J(6) of the Act as a debt from the person who failed to comply with the requirements of the relevant notice, if the relevant notice was given by the Council or a fire prevention officer or an authorised person appointed by the Council and authorised for the purposes of Part 4A of the Act.		
12.8 The power pursuant to Section 105J(9) of the Act, if an amount is recoverable from a person by the Council under Section 105J(8) of the Act, to recover the amount as if it were rates in arrears.	Y	
13. Power to Provide Sirens		
1.1 The power pursuant to Section 129 of the Act to erect a siren in a suitable place for the purpose of giving warning of the outbreak or threat of a fire or the occurrence or threat of an emergency, and the power to test and use the siren.	Y	

DELEGATIONS UNDER THE FIRE AND EMERGENCY SERVICES REGULATIONS 2005	**Delegate to CEO**	**Sub-delegation**
14. SACFS Group Committee		
14.1 The power pursuant to Regulation 19(2)(e)(i) of the Fire and Emergency Services Regulations 2005 ('the Regulations') to nominate a representative from the Council to be a member of a SACFS group committee, where the Council's area lies wholly or partially within the area of the group.	Y	
15. Fires Permitted under Section 79(2) of Act		
15.1 The power pursuant to Regulation 32A(4) of the Regulations to consult with and make submissions to the Chief Officer before the Chief Officer makes a notice under Regulation 32A of the Regulations.	Y	
16. Special Provision relating to Gas and Electric		

Cooking Appliances		
16.1 The power pursuant to Regulation 34(3) of the Regulations, in addition to Regulation 34(1) and Regulation 34(2) of the Regulations, by notice in the Gazette, to declare part of the Council area to be an area where a person may, in accordance with the terms of the notice, operate a gas fire or electric element for cooking purposes in the open air contrary to the terms of a total fire ban in accordance with Regulation 34(4) of the Regulations, and such notice:		
16.1.1 shall be in the form set out in Schedule 11; and	Y	
16.1.2 may be limited in its operation to particular times of the day, and to particular days of the year; and	Y	
16.1.3 will operate subject to the following conditions:	Y	
16.1.3.1 that the space immediately around and above the gas fire or electric element must be clear of all flammable material to a distance of at least 4 metres;	Y	
16.1.3.2 that a person who is able to control the gas fire or electric element must be present at all times while it is lighted or charged; and	Y	
16.1.3.3 that an appropriate agent adequate to extinguish a fire must be at hand;	Y	
16.1.4 will operate subject to such other conditions (if any) as may be specified by the Council or the Chief Officer of the SACFS (as the case may be); and	Y	
16.1.5 may be varied or revoked by further	Y	

notice in the Gazette.		
16.2 The duty pursuant to Regulation 34(5) of the Regulations, if a notice is published in accordance with Regulation 34 of the Regulations, to immediately send a copy of the notice to the Chief Officer of the SACFS.	Y	
17. Identity cards		
17.1 The duty pursuant to Regulation 52(2) of the Regulations issue to each fire prevention officer or assistant fire prevention officer appointed by the Council a certificate of identity in a form approved by the Chief Officer of the SACFS.	Y	
18. Special Fire Areas		
18.1 The duty pursuant to Regulation 56(2) of the Regulations to consult with and make submissions to the Chief Officer of the SACFS regarding the inclusion of the area or part of the area of the Council within a special fire area.	Y	
18.2 The power pursuant to Regulation 56(4)(a) of the Regulations to nominate one or more representatives of the Council to a committee of management established under Regulation 56(3) of the Regulations.	Y	
19. Coronial Inquests		
19.1 The power pursuant to Regulation 65(b) of the Fire and Emergency Services Regulations 2005 (“the Regulations”) to make representations to the South Australian Fire and Emergency Services Commission or an emergency services organisation that a coronial inquest should be held in relation to a fire or other emergency.	Y	

ATTACHMENT 3

INSTRUMENT OF DELEGATION UNDER THE SOUTH AUSTRALIAN PUBLIC HEALTH ACT 2011 AND SOUTH AUSTRALIAN PUBLIC HEALTH (LEGIONELLA) REGULATIONS 2013 AND SOUTH AUSTRALIAN PUBLIC HEALTH (WASTEWATER) REGULATIONS 2013

1. In exercise of the powers contained in Section 44 of the Local Government Act the following powers, functions and duties under the South Australian Health Act 2011, South Australian Public Health (Legionella) Regulations 2013 and the South Australian Public Health (Wastewater) Regulations 2013 are hereby delegated this 11~~2~~th day of August~~February~~ 2020~~19~~ to the person occupying the office of Chief Executive Officer of the Council and the said powers, functions and duties may be sub-delegated by the delegate to any other officer of the Council.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

		DELEGATE TO CEO	Sub-delegations
1.	**Power to Require Reports**		
1.1	The power pursuant to Section 18(2) of the South Australian Public Health Act 2011 (**the Act**) to, if required by the Minister, provide a report on any matter relevant to the administration or operation of the Act.	Y	
1.2	The power pursuant to Section 18(3) of the Act to, if required by the Minister, in a case involving the Council provide a combined report with 1 or more other councils.	Y	
1.3	The power pursuant to Section 18(5) of the Act to provide the report in accordance with the requirements of the Minister.	Y	
2.	**Risk of Avoidable Mortality or Morbidity**		
2.1	The power pursuant to Section 22(2) of the Act, if the Council receives a request under Section 22(1) of the Act, to consider the request and then respond in accordance with Section 22(3) of the Act to the Chief Public Health Officer within a reasonable time.	Y	
2.2	The power pursuant to Section 22(3) of the Act to include in a response under Section 22(2) of		

		the Act details about:		
	2.2.1	any steps already being taken by the Council that may be relevant in the circumstances; and	Y	
	2.2.2	any plans that the Council may have that may be relevant in the circumstances; and	Y	
2.3		any steps that the Council is willing to take in the circumstances; and	Y	
2.4		any other matter relating to the Council that appears to be relevant.	Y	
3.	**Cooperation Between Councils**			
3.1		The power pursuant to Section 39(1) of the Act to, in performing the Council's functions or exercising the Council's powers under the Act, act in conjunction or partnership with, or cooperate or coordinate the Council's activities with, 1 or more other councils	Y	
3.2		The power pursuant to Section 39(2) of the Act to, if requested by the Chief Public Health Officer, cooperate with 1 or more other councils.	Y	
3.3		The power pursuant to Section 39(3) of the Act to, if the Council receives a request under Section 39(2) of the Act, within 28 days after receiving the request or such longer period as the Chief Public Health Officer may specify, furnish the Chief Public Health Officer with a written report on the action that the Council intends to take in response to the request.	Y	
4.	**Power of Chief Public Health Officer to Act**			
4.1		The power pursuant to Section 40(2) of the Act to consult with the Chief Public Health Officer.	Y	
5.	**Council Failing to Perform a Function Under Act**			
5.1		The power pursuant to Section 41(1) of the Act to consult with the Minister in relation to the Minister's opinion that the Council has failed, in whole or in part, to perform a function conferred	Y	

		on the Council under the Act.		
	5.2	The power pursuant to Section 41(6) of the Act to:		
		5.2.1 make written submissions to the Minister in relation to the matter within a period specified by the Minister; and	Y	
		5.2.2 request in the written submissions to the Minister that the Minister discuss the matter with a delegation representing the Council; and	Y	
		5.2.3 appoint a delegation representing the Council to discuss the matter with the Minister.	Y	
6.	**Transfer of Function of Council at Request of Council**			
	6.1	The power pursuant to Section 42(1) of the Act to request, in accordance with Section 42(2), of the Act that a function of the Council under the Act be performed by the Chief Public Health Officer.	Y	
	6.2	The power pursuant to Section 42(10) of the Act to enter into an agreement with the Minister for the Minister to recover costs and expenses associated with the Chief Public Health Officer acting under Section 42 of the Act.	Y	
	6.3	The power pursuant to Section 42(11) of the Act to request that the Minister vary or revoke a notice under Section 42 of the Act.	Y	
	6.4	The power pursuant to Section 42(11) of the Act to consult with the Minister in relation to the Minister varying or revoking a notice under Section 42 of the Act.	Y	
7.	**Local Authorised Officers**			
	7.1	The power pursuant to Section 44(1) of the Act, subject to Section 45 of the Act, to, by instrument in writing, appoint a suitably qualified person to be a local authorised officer.	Y	

7.2	The power pursuant to Section 44(2) of the Act to make an appointment under Section 44 subject to such conditions or limitations as the Delegate thinks fit.	Y	
7.3	The power pursuant to Section 44(4) of the Act to direct a local authorised officer.	Y	
7.4	The power pursuant to Section 44(6) of the Act to vary or revoke an appointment at any time.	Y	
7.5	The power pursuant to Section 44(7) of the Act to notify the Chief Public Health Officer in accordance with Section 44(8) of the Act, if the Council or the Delegate:		
	7.5.1 makes an appointment under Section 44 of the Act; or	Y	
	7.5.2 revokes an appointment under Section 44 of the Act.	Y	
7.6	The power pursuant to Section 44(9) of the Act to determine the number of local authorised officers who should be appointed for the Council's area and in determining the number of local authorised officers who should be appointed for the Council's area, take into account any policy developed by the Chief Public Health Officer for the purposes of Section 44 of the Act.	Y	
8.	**Identity Cards**		
8.1	The power pursuant to Section 46(1) of the Act to issue in accordance with Section 46(2) of the Act to an authorised officer appointed under the Act an identity card in a form approved by the Chief Public Health Officer:	Y	
	8.1.1 containing the person's name and a photograph of the person; and	Y	
	8.1.2 stating that the person is an authorised officer for the purposes of the Act; and	Y	
	8.1.3 setting out the name or office of the issuing authority.	Y	

9.	**Specific Power to Require Information**		
9.1	The power pursuant to Section 49(1) of the Act to require a person to furnish such information relating to public health as may be reasonably required for the purposes of the Act.	Y	
10.	**Regional Public Health Plans**		
10.1	The power pursuant to Section 51(1) of the Act to in accordance with Sections 51(2), (5), (6), (8), (9), (11), (12), (13) and (15) of the Act prepare and maintain a plan or, if the Minister so determines or approves, with a group of councils, prepare and maintain a plan, for the purposes of the operations of the Council or Councils under the Act (a regional public health plan).	Y	
10.2	The power pursuant to Section 51(10) of the Act, to, subject to Section 51(11), amend a regional public health plan at any time.	Y	
10.3	The power pursuant to Section 51(11) of the Act to, in relation to any proposal to create or amend a regional public health plan:		
	10.3.1 prepare a draft of the proposal; and	Y	
	10.3.2 when the draft plan is completed, subject to Section 51(12) of the Act:	Y	
	10.3.2.1 give a copy of it to:	Y	
	(a) the Minister; and	Y	
	(b) any incorporated hospital established under the *Health Care Act 2008* that operates a facility within the region; and	Y	
	(c) any relevant public health partner authority under Section 51(23); and	Y	

	(d) any other body or group prescribed by the regulations; and	Y	
	10.3.2.2 take steps to consult with the public.	Y	
10.4	The power pursuant to Section 51(12) of the Act to, if required by the Minister, consult with the Minister, or any other person or body specified by the Minister, before the Council or the Delegate releases a draft plan under Section 51(11).	Y	
10.5	The power pursuant to Section 51(13) of the Act to, before bringing a regional public health plan into operation, submit the plan to the Chief Public Health Officer for consultation.	Y	
10.6	The power pursuant to Section 51(15) of the Act to take into account any comments made by the Chief Public Health Officer, SAPHC, and any other body within the ambit of a determination under Section 51(14) of the Act, at the conclusion of the consultation processes envisaged by Sections 51(13) and (14).	Y	
10.7	The power pursuant to Section 51(16) of the Act to then adopt a plan or amend a plan with or without alteration.	Y	
10.8	The power pursuant to Section 51(17) of the Act to undertake the processes set out in Section 51 of the Act in conjunction with the preparation and adoption of its strategic management plans under Section 122 of the *Local Government Act 1999* (and the power if the delegate thinks fit, incorporate a regional public health plan into the Council's strategic management plans under that Act).	Y	
10.9	The power pursuant to Section 51(18) of the Act to provide in a regional public health plan, by agreement with the public health partner authority, for a public health partner authority to take responsibility for undertaking any strategy, or for attaining any priority or goal, under the plan.	Y	

10.10	The power pursuant to Section 51(19) of the Act to review a regional public health plan at least once in every 5 years.	Y	
10.11	The power pursuant to Section 51(20) of the Act to, in preparing and reviewing the Council's regional public health plan insofar as is reasonably practicable, give due consideration to the plans of other councils insofar as this may be relevant to issues or activities under the Council's plan.	Y	
10.12	The power pursuant to Section 51(21) of the Act to, when performing functions or exercising powers under the Act or any other Act, insofar as may be relevant and reasonable, have regard to the State Public Health Plan, any regional public health plan that applies within the relevant area and any other requirement of the Minister, and in particular to give consideration to the question whether the Council or the Delegate should implement changes to the manner in which, or the means by which, the Council or the Delegate performs a function or exercises a power or undertakes any other activity that has been identified in the State Public Health Plan as requiring change.	Y	
11.	**Reporting on Regional Public Health Plans**		
11.1	The power pursuant to Section 52(1) of the Act to, in relation to a regional health plan for which the Council is responsible, on a 2 yearly basis, prepare a report that contains a comprehensive assessment of the extent to which, during the reporting period, the Council has succeeded in implementing its regional public health plan to the Chief Public Health Officer in accordance with Sections 52(2), (3) and (4) of the Act.	Y	
12.	**Action to Prevent Spread of Infection**		
12.1	The power pursuant to Section 66(6) of the Act to recover as a debt costs and expenses reasonably incurred in exercising powers under Section 66(5) of the Act from the person who failed to take the required action.	Y	

12.2	The power pursuant to Section 66(9) of the Act to, if the Chief Public Health Officer informs the Council of the occurrence of a disease constituting a notifiable condition, take such action as is reasonably open to the Delegate to assist in preventing the spread of the disease.	Y	
13.	**Notices**		
13.1	The power pursuant to Section 92(1) of the Act and subject to Sections 92(2), (3), (4), (5) and (12) of the Act to issue a notice for the purpose of:		
13.1.1	securing compliance with a requirement imposed by or under the Act (including the duty under Part 6 or a requirement imposed under a regulation or a code of practice under the Act); or	Y	
13.1.2	averting, eliminating or minimising a risk, or a perceived risk, to public health.	Y	
13.2	The power pursuant to Section 92(2) of the Act and subject to Section 92(12) of the Act, to, before issuing a notice to secure compliance with the general duty under Part 6 of the Act:		
13.2.1	have regard to:		
13.2.1.1	the number of people affected, or potentially affected, by the breach of the duty;	Y	
13.2.1.2	the degree of harm, or potential degree of harm, to public health on account of the breach of the duty;	Y	
13.2.1.3	any steps that a person in breach of the duty has taken, or proposed to take, to avoid or address the impact of the breach of the duty,	Y	

		and such other matters as the Delegate thinks fit; and	Y	
	13.2.2	subject to Section 92 of the Act, give the person to whom it is proposed that the notice be given a preliminary notice in writing:		
		13.2.2.1 stating the proposed action, including the terms of the proposed notice and the period within which compliance with the notice will be required; and	Y	
		13.2.2.2 stating the reasons for the proposed action; and	Y	
		13.2.2.3 inviting the person show, within a specified time (of a reasonable period), why the proposed action should not be taken (by making representations to the Delegate or a person nominated to act on behalf of the Council).	Y	
13.3	The power pursuant to Section 92(2)(b)(iii) of the Act to nominate a person to act on behalf of the Council.		Y	
13.4	The power pursuant to Section 92(3) of the Act to, in a case where Section 92(2)(b) of the Act applies, after considering representations made within the time specified under Section 92(2)(b) of the Act:			
	13.4.1	issue a notice in accordance with the terms of the original proposal; or	Y	
	13.4.2	issue a notice with modifications from the terms of the original proposal; or	Y	
	13.4.3	determine not to proceed further under Section 92.	Y	
13.5	The power pursuant to Section 92(4) of the Act			

	to:			
	13.5.1	not give notice under Section 92(2)(b) of the Act if the Delegate considers that urgent or immediate action is required in the circumstances of the particular case; and	Y	
	13.5.2	not give further notice before issuing a notice with modifications under Section 92(3)(b) of the Act.	Y	
13.6	The power pursuant to Section 92(5) of the Act issue a notice under Section 92 of the Act:			
	13.6.1	in the form of a written notice served on the person to whom it is issued; and	Y	
	13.6.2	specifying the person to whom it is issued (whether by name or by a description sufficient to identify the person); and	Y	
	13.6.3	directing 2 or more persons to do something specified in the notice jointly; and	Y	
	13.6.4	without limiting any other provision, in the case of a notice that relates to the condition of any premises, to any person who:		
		13.6.4.1 is the owner or occupier of the premises; or	Y	
		13.6.4.2 has the management or control of the premises; or	Y	
		13.6.4.3 is the trustee of a person referred to in Section 92(5)(i) or (ii) of the Act or is managing the affairs of such a person on some other basis; and	Y	
	13.6.5	stating the purpose for which the notice is issued and giving notice of the requirement or the risk to which it	Y	

	relates; and		
13.6.6	imposing any requirement reasonably required for the purpose for which the notice is issued including 1 or more of the following:	Y	
	13.6.6.1 a requirement that the person discontinue, or not commence, a specified activity indefinitely or for a specified period or until further notice from a relevant authority;	Y	
	13.6.6.2 a requirement that the person not carry on a specified activity except at specified times or subject to specified conditions;	Y	
	13.6.6.3 a requirement that the person take specified action in a specified way, and within a specified period or at specified times or in specified circumstances;	Y	
	13.6.6.4 a requirement that the person take action to prevent, eliminate, minimise or control any specified risk to public health, or to control any specified activity;	Y	
	13.6.6.5 a requirement that the person comply with any specified code or standard prepared or published by a body or authority referred to in the notice;	Y	
	13.6.6.6 a requirement that the person undertake specified tests or monitoring;	Y	
	13.6.6.7 a requirement that the person furnish to a relevant authority specified results or	Y	

			reports;		
		13.6.6.8	a requirement that the person prepare, in accordance with specified requirements and to the satisfaction of the relevant authority, a plan of action to secure compliance with a relevant requirement or to prevent, eliminate, minimise or control any specified risk to public health;	Y	
		13.6.6.9	a requirement prescribed under or for the purposes of the regulations; and	Y	
	13.6.7		stating that the person may, within 14 days, apply for a review of the ~~notice or institute an appeal against the~~ notice under the provisions of the Act.	Y	
13.7			The power pursuant to Section 92(9) of the Act by written notice served on a person to whom a notice under Section 92 of the Act has been issued by the Delegate or the Council, vary or revoke the notice.	Y	
13.8			The power pursuant to Section 92(15) of the Act to, not comply with any other procedure, or hear from any other person, except as provided by Section 92 of the Act before the Delegate issues a notice under Section 92 of the Act.	Y	
14.	**Action on Non-compliance with Notice**				
14.1			The power pursuant to Section 93(1) of the Act if the requirements of a notice under Part 12 of the Act are not complied with, to take any action required by the notice.	Y	
14.2			The power pursuant to Section 93(2) of the Act to authorise a person for the purpose of taking action on the Council's behalf under Section 93(1) of the Act.	Y	
14.3			The power pursuant to Section 93(4) of the Act to recover the reasonable costs and expenses	Y	

		incurred by the Council in taking action under Section 93 of the Act as a debt from the person who failed to comply with the requirements of the notice.		
	14.4	The power pursuant to Section 93(5) of the Act, if an amount is recoverable from a person by the Council under Section 93, to, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid by the person.	Y	
15.	**Action in Emergency Situations**			
	15.1	The power pursuant to Section 94(5) of the Act to recover the reasonable costs and expenses incurred by a local authorised officer in taking action under Section 94 from any person who caused the risk to which the action relates, as a debt.	Y	
16.	**Reviews – Notices Relating to General Duty**			
	16.1	The power pursuant to Section 95(13) of the Act to appear in proceedings before the Review Panel as a representative of the Council.	Y	
	16.2	The power pursuant to Section 95(15) of the Act to make an application to the Review Panel to:		
		16.2.1 dismiss or determine any proceedings that appear:		
		16.2.1.1 to be frivolous or vexatious; or	Y	
		16.2.1.2 to have been instituted for the purpose of delay or obstruction, or for some other improper purpose;	Y	
		16.2.2 bring any proceedings to an end that appear:		
		16.2.2.1 to be more appropriate suited to proceedings before the Tribunal~~District Court~~ rather than the Review	Y	

		Panel; or		
	16.2.2.2	to be unable to be satisfactorily resolved (or resolved within a reasonable period) by proceedings before the Review Panel; or	Y	
16.2.3		bring any proceedings to an end for any other reasonable cause.	Y	
17. **Appeals**				
17.1		The power pursuant to Section 96(3) of the Act and subject to Section 96(4) of the Act, to apply to the Tribunal under Section 34 of the South Australian Civil & Administrative Tribunal Act 2013 for a review of the outcome of review proceedings by the Review Panel under Section 95 of the Act.~~appeal to the District Court against the outcome of review proceedings under Division 3, Part 12 of the Act.~~	Y	

SOUTH AUSTRALIAN PUBLIC HEALTH (LEGIONELLA) REGULATIONS 2013

		DELEGATE TO CEO	Sub-delegations
18. **Duty to Register High Risk Manufactured Water System**			
18.1	The power pursuant to Regulation 5(3) of the South Australian Public Health (Legionella) Regulations 2013 (**the Legionella Regulations**) to, on application made in a manner and form approved by the Council or Delegate and payment of the prescribed fee to the Council, register the high risk manufactured water system to which the application relates.	Y	
18.2	The power pursuant to Regulation 5(6) of the Legionella Regulations, to, on application made in a manner and form approved by the Council or Delegate and payment of the prescribed fee to the Council, renew the registration of the high	Y	

		risk manufactured water system to which the application relates.		
19.	**Register of High Risk Manufactured Water Systems**			
	19.1	The power pursuant to Regulation 6(2) of the Legionella Regulations and subject to Regulation 6(3) of the Legionella Regulations to determine the manner and form of a register of high risk manufactured water systems registered by the Council.	Y	
	19.2	The power pursuant to Regulation 6(3) of the Legionella Regulations to include in relation to each high risk manufactured water system on the register:		
		19.2.1 the type of water system; and	Y	
		19.2.2 the address of the premises on which the water system is installed; and	Y	
		19.2.3 the location of the water system on the premises; and	Y	
		19.2.4 the full name and residential and business addresses of the owner of the premises; and	Y	
		19.2.5 the full name, residential and business addresses, and residential and business telephone numbers, of the person nominated by the owner of the premises as being responsible for the operation and maintenance of the water system,	Y	
		and such other information as the Delegate thinks fit.	Y	
	19.3	The power pursuant to Regulation 15(2) of the Legionella Regulations to, at least once in every 12 months, give the owner of each of the premises on which a high risk manufactured water system registered with the Council is installed, written notice:	Y	
		19.3.1 requiring the owner, within the period		

		specified in the notice:		
		19.3.1.1 to cause an inspection of the water system to be carried out by a competent person (not being the owner or person responsible for the operation and maintenance of the system); and	Y	
		19.3.1.2 to arrange for a NATA accredited laboratory to conduct microbiological testing, in accordance with AS/NZS 3896:	Y	
		(a) of at least 1 sample of water taken from a cooling water system; and	Y	
		(b) of at least 2 samples of water taken from a warm water system,		
		to determine the presence and number of colony forming units of Legionella in the water; and	Y	
	19.4	requiring the owner to submit to the Council written reports setting out the findings of the inspection and the results of the microbiological testing within 1 month of receiving the reports.	Y	
20.	**Power of Council to Require Microbiological Testing in Other Circumstances**			
	20.1	The power pursuant to Regulation 16(1) of the Legionella Regulations, if:		
		20.1.1 the Council is investigating the occurrence of Legionellosis in the near vicinity of premises on which a high risk manufactured water system is installed; or	Y	
		20.1.2 the Council or Delegate has reason to believe that a high risk manufactured	Y	

		water system installed on premises situated in its area is not being maintained as required by these regulations,		
	to give the owner of the premises written notice:			
	20.1.3	requiring the owner (either immediately or within a period specified in the notice) to arrange for a NATA accredited laboratory to conduct microbiological testing, in accordance with AS/NZS 3896, of water taken from the system, to determine the presence and number of colony forming units of Legionella in the water; and	Y	
	20.1.4	requiring the owner to submit to the Council a written report setting out the results of the microbiological testing within 24 hours of receiving the report.	Y	
21. **Fees**				
21.1		The power pursuant to Regulation 21(3) of the Legionella Regulations, if a person is liable to pay a fee to the Council, to give the person written notice requiring the person to pay the fee within the period specified in the notice.	Y	
21.2		Deliberately left blank.		
21.3		Deliberately left blank		

SOUTH AUSTRALIAN PUBLIC HEALTH (WASTEWATER) REGULATIONS 2013

		DELEGATE TO CEO	Sub-delegations
22. **Relevant Authority**			
22.1	The power pursuant to Regulation 6(1)(b) of the South Australian Public Health (Wastewater) Regulations 2013 (**the Wastewater Regulations**) to, agree to act as the relevant authority for a matter relating to an on-site	Y	

	wastewater system with a capacity that does not, or will not, on completion of wastewater works, exceed 40 EP and that is located or to be located in another council area if the system is to be operated by another council or wastewater works related to the system are to be undertaken by another council, or by a person acting in partnership, or in conjunction with that other council.		
23.	**Public Notification of Proposed Community Wastewater Management System**		
23.1	The power pursuant to Regulation 8(1) of the Wastewater Regulations to, if the Council proposes to establish a community wastewater management system for the whole or part of its area in the interests of public and environmental health, to give notice to the owners of land in the area affected by the proposal containing the prescribed details relating to the proposal and inviting submissions in relation to the proposal within a period (which must be at least 21 days) specified in the notice.	Y	
24.	**Connection to Community Wastewater Management System**		
24.1	The power pursuant to Regulation 9(1) of the Wastewater Regulations and subject to Regulation 9(2) of the Wastewater Regulations on obtaining a wastewater works approval for a community wastewater management system, to, by written notice, require the operator of an on-site wastewater system:		
24.1.1	to connect the system to the community wastewater management system; and	Y	
24.1.2	for that purpose, to complete and submit an application to the Council, within the period specified in the notice, for a wastewater works approval for:		
24.1.2.1	the connection; and	Y	
24.1.2.2	if necessary, consequential alterations to the on-site	Y	

	wastewater system.		
24.2	The power pursuant to Regulation 9(4) of the Wastewater Regulations, if the operator of an on-site wastewater system does not submit an application within the period specified in a notice under Regulation 9(1) of the Wastewater Regulations, to grant a wastewater works approval for the required wastewater works as if the application had been made.	Y	
24.3	The power pursuant to Regulation 9(6) of the Wastewater Regulations, if wastewater works are not carried out in accordance with a wastewater works approval for the connection of an on-site wastewater system to a community wastewater management system required under Regulation 9 of the Wastewater Regulations, to cause the requirements to be carried out (and a person authorised to do so by the Council may enter land at any reasonable time for the purposes of carrying out the relevant work).	Y	
24.4	The power pursuant to Regulation 9(6) of the Wastewater Regulations to if wastewater works are not carried out in accordance with a wastewater approval for the connection of an on-site wastewater system to a community wastewater management system required under Regulation 9 of the Wastewater Regulations, authorise a person to enter land at any reasonable time for the purpose of carrying out the relevant work.	Y	
24.5	The power pursuant to Regulation 9(7) of the Wastewater Regulations to recover as a debt the costs and expenses reasonably incurred in exercising a power under Regulation 9(6) of the Wastewater Regulations and the prescribed fee that would have been payable had the application been made as required under Regulation 9(1) of the Wastewater Regulations from the person who failed to comply with the notice.	Y	
25.	**Exemptions**		
25.1	The power pursuant to Regulation 10(3) of the Wastewater Regulations to give an exemption	Y	

		by written notice and subject to conditions determined by the Delegate and stated in the notice.		
	25.2	The power pursuant to Regulation 10(4) of the Wastewater Regulations to vary or revoke an exemption by further written notice to the holder of the exemption.	Y	
26.	**Exemptions From Prescribed Codes**			
	26.1	The power pursuant to Regulation 15(3) of the Wastewater Regulations to give an exemption by written notice and is subject to conditions determined by the Delegate and stated in the notice.	Y	
	26.2	The power pursuant to Regulation 15(5) of the Wastewater Regulations to vary or revoke an exemption by further written notice to the holder of the exemption.	Y	
27.	**Application**			
	27.1	The power pursuant to Regulation 23(2) of the Wastewater Regulations to, by written notice, ask the applicant to provide the Council with further technical specifications, information or documents relevant to the application or to modify the technical specifications submitted for approval.	Y	
28.	**Determination of Application**			
	28.1	The power pursuant to Regulation 24(1) of the Wastewater Regulations to refuse to grant a wastewater works approval:		
		28.1.1 if the applicant fails to satisfy the Delegate of either or both of the following:		
		28.1.1.1 that the technical specifications for the wastewater works comply with the prescribed codes;	Y	
		28.1.1.2 that the wastewater works will not, if undertaken in	Y	

	accordance with the conditions of approval, adversely affect or threaten public or environmental health; or		
28.1.2	for any other sufficient reason.	Y	
28.2	The power pursuant to Regulation 24(2) of the Wastewater Regulations, if an application for a wastewater works approval relates to the connection of a community wastewater management system to SA Water sewerage infrastructure or a significant increase in the amount of wastewater to be discharged from a community wastewater management system to SA Water sewerage infrastructure, to give SA Water a reasonable opportunity to comment on the application and take into account any comments so made.	Y	
29.	**Conditions of Approval**		
29.1	The power pursuant to Regulation 25(2) of the Wastewater Regulations to impose:	Y	
29.1.1	any 1 or more of the following prescribed expiable conditions:		
29.1.1.1	a condition that sets out mandatory notification stages during the progress of wastewater works when a person is required to notify the Council in a specified manner and stop the work pending an inspection carried out at the person's expense;	Y	
29.1.1.2	a condition that requires the display of specified notices on the premises on which the wastewater system is located;	Y	
29.1.1.3	a condition that requires a person to monitor the performance of the	Y	

		wastewater system in a specified manner (including by inspections carried out at specified times at the person's expense) and to provide the Council with specified information in a specified manner and at specified times;		
	29.1.1.4	a condition that provides that specified material must not, or that only specified material may, be discharged into, or from, the wastewater system;	Y	
	29.1.1.5	a condition that requires the wastewater system to be operated, maintained or serviced by a person of a specified class;	Y	
	29.1.1.6	a condition that requires records of a specified kind to be created, maintained, and provided to the Council; or	Y	
29.1.2	any other conditions including any 1 or more of the following:		Y	
	29.1.2.1	a condition that requires decommissioning of the wastewater system:	Y	
		(a) after a specified trial period; or	Y	
		(b) in specified circumstances; or	Y	
		(c) on written notice to the operator of the system;	Y	
	29.1.2.2	a condition that requires a wastewater system to be connected to a community wastewater management system;	Y	

29.1.2.3	a condition that prevents activities that would adversely affect the operation or maintenance of a drain or treatment or disposal system or the reuse of wastewater from the wastewater system;	Y	
29.1.2.4	a condition that requires a wastewater system to have various access points for maintenance or inspection (raised to or terminating at surface level, or as required by the Council);	Y	
29.1.2.5	a condition that provides that a wastewater system must not be used unless or until it has been inspected or tested by an independent wastewater engineer and the Council supplied with a certificate given by that expert certifying that the wastewater works have been undertaken in accordance with the approved technical specifications;	Y	
29.1.2.6	a condition that otherwise specifies requirements relating to:		
	(a) the installation of the waste watersystem; or	Y	
	(b) the decommissioning of the wastewater system; or	Y	
	(c) the connection of the wastewater system to a community wastewater management system or SA Water sewerage infrastructure or the disconnection of the	Y	

	wastewater system from a community wastewater management system or from SA Water sewerage infrastructure; or		
(d)	the operation, servicing and maintenance of the wastewater system; or	Y	
(e)	the reuse or disposal of wastewater from the wastewater system.	Y	
29.2	The power pursuant to Regulation 25(3) of the Wastewater Regulations to impose a condition of approval that:		
29.2.1	provides that a matter or thing is to be determined according to the discretion of the Council or some other specified person or body; and	Y	
29.2.2	operates by reference to the manuals referred to in a product approval for the wastewater system; and	Y	
29.2.3	operates by reference to a specified code as in force at a specified time or as in force from time to time.	Y	
29.3	The power pursuant to Regulation 25(6) of the Wastewater Regulations to, on application and payment of the prescribed fee, by written notice to the applicant, vary or revoke a condition of a wastewater works approval.	Y	
29.4	The power pursuant to Regulation 25(7) of the Wastewater Regulations to, on the Delegate's own initiative, by written notice to the operator of a wastewater system to which a wastewater works approval applies, vary or revoke a condition of the approval or impose a further condition, provided that the variation, revocation or imposition does not take effect until at least 6 months after the giving of the notice unless:	Y	

	29.4.1	the operator consents; or	Y	
	29.4.2	the Delegate states in the notice that, in his/her opinion, the variation, revocation or imposition is necessary in order to prevent or mitigate significant harm to public or environmental health or the risk of such harm.	Y	
30.	**Expiry of Approval**			
	30.1	The power pursuant to Regulation 26(2) of the Wastewater Regulations to, on application and payment of the prescribed fee, postpone the expiry of a wastewater works approval for a specified period.	Y	
31.	**Registers of Wastewater Works Approvals**			
	31.1	The power pursuant to Regulation 27(3) of the Wastewater Regulations, to extend the registers to include wastewater works approvals granted under the revoked regulations.	Y	
	31.2	The power pursuant to Regulation 27(6) of the Wastewater Regulations to include in the registers other information considered appropriate by the Delegate.	Y	
32.	**Requirement to Obtain Expert Report**			
	32.1	The power pursuant to Regulation 29(1) of the Wastewater Regulations, if the Delegate suspects on reasonable grounds that a wastewater system is adversely affecting or threatening public or environmental health, to give the operator of the system a written notice requiring the operator to obtain and provide to the Council a written report from an independent wastewater engineer within a specified period addressing specified matters.	Y	
	32.2	The power pursuant to Regulation 29(3) of the Wastewater Regulations, if the requirements of a notice under Regulation 29 of the Wastewater Regulations are not complied with to obtain the required report and recover the costs and expenses reasonable incurred in doing so from the person who failed to comply with the notice,	Y	

	as a debt.		
32.3	The power pursuant to Regulation 29(3) of the Wastewater Regulations, to authorise a person to enter land at any reasonable time for the purposes of the report.	Y	
33.	**Deliberately left blank**		

SOUTH AUSTRALIAN PUBLIC HEALTH (GENERAL) REGULATIONS 2013

		DELEGATE TO CEO	Sub-delegations
34.	**Non-compliance with Notices (Section 93(6) of Act)**		
34.1	The power pursuant to Regulation 5B(2) of the South Australian Public Health (General) Regulations 2013 (the General Regulations), for the purposes of the creation of a charge on land under Section 93 of the Act, to deliver to the Registrar-General a notice, in a form determined by the Minister on the recommendation or with the approval of the Registrar-General:		
34.1.1	setting out the amount recoverable under Section 93 of the Act; and	Y	
34.1.2	setting out the land in relation to which the relevant action was taken; and	Y	
34.1.3	requesting the Registrar-General to make a notation under Regulation 5B of the General Regulations in relation to the relevant land.	Y	
34.2	The power pursuant to Regulation 5B(8) of the General Regulations, if or when the amount to which the charge relates is paid, to by further notice in writing to the Registrar-General (being a notice in a form determined by the Minister on the recommendation or with the approval of the Registrar-General) cancel the charge.	Y	

35.	**Refund and Recovery of Fees**		
35.1	The power pursuant to Clause 2(1) of Schedule 1 of the South Australian Public Health (Fees) Regulations 2018 (**the Fees Regulations**), to, where the Council is the relevant authority within the meaning of the respective regulations specified in Schedule 1 of the Fees Regulations, refund, reduce or remit payment of a fee payable under those regulations if the delegate considers that appropriate in the circumstances.	Y	
35.2	The power pursuant to Clause 2(2) of the Fees Regulations to recover a fee payable to the Council by action in a Court of competent jurisdiction as a debt due to the Council.	Y	

Attachment 4

INSTRUMENT OF DELEGATION UNDER THE LANDSCAPE SOUTH AUSTRALIA ACT 2019 AND LANDSCAPE SOUTH AUSTRALIA (GENERAL) REGULATIONS 2020

1. In the exercise of the powers contained in Section 44 of the Local Government Act 1999, the Corporation of the City of Marion delegates the following powers, functions and duties under the *Landscape South Australia Act 2019* and *Landscape South Australia (General)* Regulations 2020 this 11th day of August 2020 to the person occupying the office of Chief Executive Officer of the Council and the said powers, functions and duties may be sub-delegated by the delegate to any other officer of the Council.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

		Delegate to CEO	Sub-delegation
2.	**Special Vesting of Infrastructure**		
2.1	The power pursuant to Section 32(7) of the *Landscape South Australia Act 2019* (**the Act**) to consent in writing to the Governor making a proclamation under Sections 32(1), (2) or (6) of the Act in relation to infrastructure or land vested in or under the care, control or management of the Council.	Y	
3.	**Power of Delegation**		
3.1	The power pursuant to Section 37(1)(c) of the Act to approve a regional landscape board delegating a function or power of the board under the Act or any other Act to the Council or an officer of the Council.	Y	
4.	**Use of Facilities**		
4.1	The power pursuant to Section 41 of the Act to make arrangements with a regional landscape board for the regional landscape board to make use of the services of the staff, equipment or facilities of the Council.	Y	

5.	**Key Features of Plan**			
	5.1	The power pursuant to Section 47(7) of the Act to, when performing functions or exercising powers under the *Local Government Act 1999* or any other Act, have regard to any regional landscape plan that applies within the relevant area and in particular to give consideration to the question whether the Council should implement changes to the manner in which, or the means by which, it performs a function or exercises a power or undertakes any other activity that has been identified in the plan as requiring change.	Y	
6.	**Annual Business Plan**			
	6.1	The power pursuant to Section 51(5)(b) of the Act, if a regional landscape board is intending to include in its annual business plan any proposal referred to in Section 51(4) of the Act, which relates to the payment (or proposed payment) of contributions by the Council under Part 5 Division 1 Subdivision 1 of the Act, to make submissions to the regional landscape board to the extent required by the regulations.	Y	
7.	**Payment of Contributions by Councils**			
	7.1	The power pursuant to Section 67(1) of the Act, subject to Section 67(2) of the Act to pay the Council's share of the amount to be contributed by the constituent councils in approximately equal instalments on 30 September, 31 December, 31 March and 30 June in each year to which the contribution relates.	Y	
	7.2	The power pursuant to Section 67(2) of the Act, if notice of a regional landscape levy imposed by the Council	Y	

	in respect of a financial year could not be included in the notice of general rates for that year because the regional landscape board's annual business plan was not finalised (and, if necessary, approved by the Minister) on or before 1 June preceding that year, to pay the Council's share in approximately equal instalments on 31 December, 31 March and 30 June in that year.		
8.	**Imposition of Levy by Councils**		
8.1	The power pursuant to Section 69(10) of the Act, if the Council writes off a debt constituted by an unpaid regional landscape levy (or part of a regional landscape levy) under Section 143 of the *Local Government Act 1999*, to apply to the regional landscape board in accordance with the regulations, for a refund of an amount equal to the amount of the levy (not including any related interest) that has been written off.	Y	
9.	**Board May Declare a Levy**		
9.1	The power pursuant to Section 72(6) of the Act to arrange with a regional landscape board for service of a notice to be effected as part of any other notice served by the Council and arrange with a regional landscape board for collection of a levy to be effected by the Council.	Y	
10.	**Declaration of Prescribed Water Resources**		
10.1	The power pursuant to Section 101(6) of the Act to make submissions to the Minister in accordance with the notice served by the Minister on the Council.	Y	
11.	**Authorised Officers**		

11.1	The power pursuant to Section 202(4) of the Act to agree to the Minister appointing an officer of the Council as an authorised officer under Section 202 of the Act.	Y	
12.	**Management Agreements**		
12.1	The power pursuant to Section 219(3) of the Act to make submissions to the Minister within a period specified by the Minister in relation to a proposal to provide for the remission of any Council rates under Section 219(2)(j) of the Act.	Y	

LANDSCAPE SOUTH AUSTRALIA (GENERAL) REGULATIONS 2020

13.	**Refunds to Councils in Relation to Unpaid Regional Landscape Levies (Section 69(10) of the Act)**	**Delegate to CEO**	**Sub-delegation**
13.1	The power pursuant to Regulation 13(3) of the *Landscape South Australia (General) Regulations 2020* (**the General Regulations**) if:	Y	
13.1.1	the Council writes off a debt constituted by an unpaid regional landscape levy (or part of a levy); and	Y	
13.1.2	a refund is made to the Council under Section 69(10) of the Act in relation to the unpaid levy; and	Y	
13.1.3	the Council subsequently recovers an amount (**the relevant amount**) with respect to the unpaid levy as part of steps taken by the Council to recover rates in arrears under the *Local Government Act*	Y	

	1999,		
	to pay the relevant amount to the regional landscape board that made the refund under Section 69(10) of the Act.		
14.	**Cost of Councils (Section 70 of the Act)**		
14.1	The power pursuant to and subject to Regulation 14(4) of the General Regulations to recover establishment costs the amount being:	Y	
14.1.1	fair costs incurred by the Council with respect to:		
14.1.1.1	consulting with the relevant regional landscape board in relation to the basis for the regional landscape levy; and	Y	
14.1.1.2	establishing the ability of the Council's rating system to deal with the regional landscape levy; and	Y	
14.1.1.3	making any amendments to the Council's rating system on account of the imposition of the regional landscape levy; and	Y	
14.1.1.4	conducting any tests involving the Council's rating system on account of the imposition of the regional landscape levy; and	Y	

		14.1.1.5 setting up and assigning codes within the Council's rating system on account of the imposition of the regional landscape levy; and	Y	
		14.1.1.6 obtaining any new assessment or valuation information on account of the imposition of the regional landscape levy; and	Y	
		14.1.1.7 confirming the imposition of the appropriate levy with respect to rateable land in the area of the Council; or	Y	
	14.1.2	$10,848 (indexed), plus 71 cents (indexed) for each assessment of levy against a piece of rateable land, adjusted, if necessary under Regulation 14(6) of the General Regulations.	Y	
14.2	The power pursuant to and subject to Regulation 14(7) of the General Regulations to recover as ongoing costs the amount being:		Y	
	14.2.1	fair costs as described in Regulation 14(3)(b) of the General Regulations; or	Y	
	14.2.2	$2,532 (indexed), plus 25 cents (indexed) for each assessment of levy against a piece of rateable land.	Y	

14.3	The power pursuant to Regulation 14(8) of the General Regulations, if the Council is claiming transitional costs from two or more regional landscape boards with respect to a particular financial year to agree as between them the respective shares of those boards.	Y	
14.4	The power pursuant to Regulation 14(9) and subject to Regulation 14(11) of the General Regulations, if the Council is seeking to recover any costs with respect to a particular financial year, other than the 2020/2021 financial year, to as a preliminary step, furnish to the relevant regional landscape board or boards, a reasonable estimate of the costs that the Council expects to claim under Regulation 14 of the General Regulations.	Y	

CITY OF MARION

Call for Nominations for Members of Greater Adelaide Regional Organisation of Councils (GAROC)

Originating Officer	Executive Assistant to CEO - Dana Bartlett
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	Chief Executive Officer - Adrian Skull
Report Reference	GC200811R11

REPORT OBJECTIVE

The purpose of this report is to determine if Council wishes to submit any nominations in response to the Local Government Association (LGA) call for nominations for Members of the Greater Adelaide Regional Organisation of Council (GAROC).

EXECUTIVE SUMMARY

The GAROC is established under clause 19 of the Local Government Association of South Australia Constitution and Rules there are 2 regional organisations of Members: the South Australian Regional Organisation of Councils (SAROC) and the Greater Adelaide Regional Organisation of Councils (GAROC). The GAROC Committee role is to lead regional advocacy, policy initiation and review, leadership engagement and capacity building in the greater Adelaide region(s).

At the 2019 LGA AGM, members endorsed the establishment of four (4) GAROC Regional Groupings to take effect from the 2020 GAROC elections, with membership of GAROC to comprise two eligible members elected by a majority vote of the councils within each Regional Grouping, provided that each person elected for that Regional Grouping is from a different member. Additionally, the Lord Mayor of the City of Adelaide will be a standing member of GAROC.

The LGA has written to the City of Marion inviting one (1) nomination to fill the two (2) positions allocated to each Regional Grouping of Councils on GAROC (eight positions in total) to commence office from the conclusion of the 2020 LGA Annual General Meeting and to remain in office until the conclusion of the 2022 AGM. A copy of the correspondence with a list of the GAROC Regional Groupings is attached as Appendix 1.

In order for a nomination to be valid it must be made by a resolution of the council and be submitted on the appropriate form (a copy of which is contained in Appendix 1). The completed form must be signed by both the candidate nominated by the Council to indicate his/her willingness to stand for election and the Chief Executive Officer of the nominating council.

An extension has been granted and nominations must be received by the Returning Officer by 5pm Friday 28 August 2020.

In the event that the number of nominations for GAROC exceeds the required number of candidates a ballot will be conducted in accordance with the GAROC Terms of Reference (attached in appendix 1).

RECOMMENDATION

That Council:

1. **Notes the report '*Call for Nominations for Members of Greater Adelaide Regional Organisation of Councils (GAROC)*'.**

or

1. **Nominates xxx to the LGA for a position on the Greater Adelaide Regional Organisation of Councils (GAROC).**

2. **Notes that the above nomination will be forwarded to the LGA by 5.00pm on Friday 28 August 2020.**

Attachment

#	Attachment	Type
1	Appendix 1 Call for nominations for GAROC members	PDF File

Local Government Association of South Australia

The voice of local government.

In reply please quote our reference: ECM 713244 AS/AL

21 July 2020

Mr Adrian Skull
Chief Executive Officer
City of Marion
PO Box 21
Oaklands Park SA 5046

Emailed: adrian.skull@marion.sa.gov.au

Dear Mr Skull

Call for Nominations for GAROC Members

The terms of the current members of the Greater Adelaide Regional Organisation of Councils (GAROC) expire at the 2020 LGA Annual General Meeting (AGM). The LGA hereby calls for nominations to fill the two (2) positions allocated to each Regional Grouping of Councils on GAROC (eight positions in total) to commence office from the conclusion of the 2020 LGA Annual General Meeting and to remain in office until the conclusion of the 2022 AGM. A nomination form for the position of member of GAROC is attached and must be received by me, no later than **5pm Monday 24 August 2020**. Late nominations will not be accepted.

At the 2019 LGA AGM, members endorsed the establishment of four (4) GAROC Regional Groupings to take effect from the 2020 GAROC elections, with membership of GAROC to comprise two eligible members elected by a majority vote of the councils within each Regional Grouping, provided that each person elected for that Regional Grouping is from a different member. Additionally, the Lord Mayor of the City of Adelaide will be a standing member of GAROC.

I write to you in your capacity as the Chief Executive Officer of a Member Council in the South Regional Grouping to invite one (1) nomination from your council for a position on the South Regional Grouping of GAROC. A list of the GAROC Regional Groupings is attached to this letter.

A nomination may only be made by resolution of the council and using the attached nomination form. The form must be signed by both the candidate nominated by the council to indicate his/her willingness to stand for election, and by you as the Chief Executive Officer of the nominating council. The nomination form must be accompanied by the attached candidate information sheet.

Voting

The GAROC Terms of Reference (TOR) (extract attached) outlines the process as to how an election will occur. As the Returning Officer I am required to conduct a ballot if the number of nominations for each GAROC Regional Grouping exceeds the number of positions. If a ballot is required, the distribution of ballot papers to councils will include any information provided on the candidate information sheet.

Timetable

Key (indicative) timings and GAROC TOR provisions are outlined in the following table:

Indicative Timing	Headline	GAROC TOR Provision
	Returning Officer	Returning Officer for all LGA electoral matters is the Chief Executive Officer (Clause 4.4.1)
20 July 2020	Nominations Called	CEO to write to members of GAROC Regional Groupings calling for nomination for position of members of GAROC at least 3 months before AGM (Clause 4.3.2)
24 August 2020	Nominations Close	Nominations must be received by the CEO no later than 5pm on the day specified for the close of nomination, being 24 August 2020 (Clause 4.3.4).
	Nominations equal to vacancies	If the number of nominations received equals the number of vacant positions for the Regional Grouping each candidate is elected and takes office at the conclusion of the AGM (Clause 4.4.3)
7 September 2020	Ballot papers prepared and posted	In the event of an election being required the CEO shall deliver ballot papers to each member of the relevant Regional Grouping at least 6 weeks before AGM GAROC (Clause 4.4.5(a))
19 October 2020	voting closes	The CEO shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present (Clause 4.4.5(f))
20 October 2020	Counting of votes	The CEO shall nominate the date, time and place for the counting of votes (Clause 4.4.5(f))
29 October 2020	Final declaration of result	CEO shall declare the candidate with the most votes elected at the AGM (Clause 4.4.5(h))
29 October 2020	Takes office	GAROC members take office at the conclusion of the AGM (Clause 4.5)
29 October 2020	Voting for Board Members	GAROC should meet at the conclusion of the AGM to elect 3 of its members (plus its Chair) to the Board of Directors (Clause 6.4.1 and 6.4.2) who's term of office commences after the AGM.

LGA Board Appointments

Under the LGA Constitution and the GAROC TOR, once members are elected to GAROC, these members will then elect a Chair and three GAROC members to form the LGA Board of Directors. These GAROC LGA Board Directors will be accompanied by their equivalent from SAROC, as well as the President and Immediate Past President, to form the ten (10) member LGA Board of Directors.

Local Government Association of South Australia

The voice of local government.

If you have any questions in relation to the election process, please contact me or LGA Director Governance & Legislation Alicia Stewart on 8224 2037 or alicia.stewart@lga.sa.gov.au.

Yours sincerely



Matt Pinnegar

Chief Executive Officer/ LGA Returning Officer

Telephone: (08) 8224 2039

Email: matt.pinnegar@lga.sa.gov.au

CC: Mayor – via email - Kris.Hanna@marion.sa.gov.au

Attachments:

1	List of GAROC Regional Groupings
2	Extract from LGA GAROC TOR – Section 4
3	2020 Nomination Form – GAROC
4	Candidate Information Sheet

Local Government Association of South Australia

The voice of local government.

List of GAROC Regional Groupings

GAROC Regional Grouping	Members
Adelaide	Adelaide City
North	Gawler Playford Salisbury Tea Tree Gully
West	Charles Sturt Holdfast Bay Port Adelaide Enfield West Torrens
South	Marion Mitcham Onkaparinga
East	Adelaide Hills Burnside Campbelltown Norwood Payneham & St Peters Prospect Unley Walkerville

Extract – GAROC Terms of Reference

Clause 4 – GAROC

4. GAROC

4.1. Role

The role of GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the GAROC Region.

4.2. Membership

4.2.1. Each Regional Grouping of Members listed in the schedule to these Terms of Reference will elect in accordance with clause 4.3 and 4.4 from the Members of the Regional Grouping of Members, 2 Council Members of Members in the Regional Grouping of Members as members of GAROC provided that each person elected is from a different Member.

4.2.2. In addition to the members of GAROC elected in accordance with clause 4.2.1, the Lord Mayor of the City of Adelaide will be a standing member of GAROC.

4.3. Nominations for election to GAROC

4.3.1. The members of GAROC will be elected biennially.

4.3.2. In the year in which GAROC members will be elected, and at least 3 months before the Annual General Meeting, the Chief Executive shall write to all Members of the GAROC Regional Grouping as listed in the schedule calling for nominations for the membership of GAROC.

4.3.3. Each Member of the GAROC Regional Grouping may nominate a candidate for membership of GAROC, provided that:

(a) a person nominated as a member of GAROC must be a representative of a member on the relevant Regional Grouping of Members; and

(b) only a Council Member can be nominated to GAROC.

4.3.4. A nomination of a person as a member of GAROC must be by resolution of the Member received by the Chief Executive not later than 5 pm on the day specified for the closure of nominations (Close of Nominations). A nomination must be signed by the candidate indicating his or her willingness to stand for election and be in the form determined by the Chief Executive.

4.4. Election to GAROC

4.4.1. The Chief Executive shall be the returning officer for any election of members to GAROC.

4.4.2. After the Close of Nominations, the Chief Executive will notify Members of each Regional Grouping of Members of the candidates for membership of GAROC nominated by the Regional Grouping of Members.

4.4.3. If the only nominations received from a Regional Grouping of Members by the Close of Nominations match the membership positions described in clause 4.2.1, then the Chief Executive will declare those persons duly elected to those membership positions.

4.4.4. If the number of persons nominated by the Close of Nominations by a Regional Grouping of Members exceeds the number of membership positions described in clause 4.2.1, then an election for the purpose of clause 4.2.1 must be held in accordance with this clause.

4.4.5. In the event of an election being required, the Chief Executive shall conduct the election as follows:

(a) at least six weeks before the Annual General Meeting, the Chief Executive shall deliver ballot papers to each Member of the Regional Grouping of Members;

(b) the ballot papers shall:

(i) list the candidates for election;

(ii) specify the day of closure of the election;

(iii) be accompanied by an envelope marked "Ballot Paper" and a second envelope marked "Returning Officer";

(c) each Member shall determine by resolution the candidate or candidates (as relevant) it wishes to elect;

(d) the chair of the meeting for that Member shall mark the ballot paper with an "X" next to the candidate or candidates (as relevant) that the Member wishes elected and seal the ballot paper in the envelope marked "Ballot Paper" inside the envelope marked "Returning Officer". Before sealing the second envelope the chair must indicate the Member's name on the inside flap of the envelope. The envelope may then be sealed and delivered to the Returning Officer;

(e) on receipt of the envelopes the Chief Executive must:

(i) open the outer envelope addressed to the "Returning Officer" and record the name of the Member which appears on the inside flap of the envelope on the roll of Member's eligible to vote; and

(ii) place the envelope marked "Ballot Paper" unopened into the ballot box;

(f) the Chief Executive shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present;

(g) at the counting of the votes the Chief Executive shall produce unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes received by each candidate;

(h) in respect of an election for the purposes of clause 4.2.1, the 2 candidates from a Regional Grouping of Members with the most votes shall be deemed elected in respect of that Regional Grouping of Members and the Chief Executive shall declare the candidates elected at the Annual General Meeting; and

(i) in the case of candidates for membership positions described in clause 4.2.1 from a Regional Grouping of Members receiving the same number of votes, the Chief

Executive shall draw lots at the counting of the votes to determine which candidate is elected.

4.4.6. The Chief Executive may, in his or her discretion, appoint a deputy returning officer and delegate any of his or her powers, functions or duties to that person who shall act accordingly.

4.4.7. The Chief Executive may, in his or her discretion, delegate any of his or her powers, functions or duties to an Executive Officer of a Regional Grouping of Members who shall act accordingly for the conduct of elections for the purpose of clause 4.2.1 in respect of the Regional Grouping of Members relevant to that Executive Officer.

Local Government Association of South Australia

The voice of local government.

2020 Nomination Form

GAROC

Nominee's Council	*(insert name of council)*
Nominee's Name **(full name)**	*(insert title, first name and surname)*
Regional Grouping	*(Select one)* ☐ North ☐ West ☐ South ☐ East
Declaration and signature of nominee	I hereby accept such nomination. Signature: ……..
Signature and name of Nominating Council's CEO	Signature: …… *(insert name)*
Dated	*(insert date)*

This form is to be sent to the LGA Returning Officer

Close of nominations 5:00pm Monday 24 August 2020

Local Government Association of South Australia

The voice of local government.

Candidate Information Sheet

GAROC

(word limit is strictly 1,000 words)

Name:	*(insert title, first name and surname)*
Council:	*(insert council name)*
Local Government Experience & Knowledge	• *(insert)*
Local Government Policy Views & Interests	• *(insert)*
Other information	• *(insert details of leadership, board, corporate governance experience etc)*

This form must accompany the Nomination Form

CITY OF MARION

CORPORATE REPORTS FOR INFORMATION/NOTING

Leases and Licences update

Originating Officer	Property Management Officer - Bianca Robinson
Corporate Manager	Manager City Property - Thuyen Vi-Alternetti
General Manager	General Manager City Development - Ilia Houridis
Report Reference	GC200811R12

REPORT OBJECTIVE

The purpose of this report is to provide an update on progress of Leasing and Licensing since the last status update report which was taken to Council on the 19 October 2019 (report reference GC1910109R).

EXECUTIVE SUMMARY

Council have been progressing leases and licences in line with the Council Owned Leasing and Licensing Policy (The Policy) which was endorsed in 2017.

Council currently manages 95 leases and licences. In summary:

- 57 are current.
- 13 leases/licences have been issued to tenants.
- 12 Letter of Offers have been issued.
- 13 agreements have expired.

RECOMMENDATION

That Council:

1. **Notes the progress of the implementation of Council's Leasing and Licensing of Council Owned Facilities Policy.**

2. **Notes the current status of all leases and licences.**

DISCUSSION

Standard Leasing and Licensing documentation was sourced from solicitors in early 2019 and an additional resource was appointed to assist in the implementation and ongoing management of the agreements.

At the time of the last Council report on the 19 October 2019 Council managed 84 leases/licences, this has now increased to 95 leases/licences due to a number of new leases/licences being entered into since October. Council currently has 42 commercial agreements these agreements are not eligible for the 93% subsidy as per the Leasing and Licensing Policy.

The table below summarises the current lease/licence status in comparison with the lease/licence status presented to Council in October 2019, noting that we have added additional categories to include where Council is the lessee/licensee and vacant facilities.

	October 2019	June 2020
Lease/licence agreement in place and current. (includes commercial and vacant)	38	45
Lease/licence issued awaiting signed lease/licence from Tenant	5	13
Letter of offer issued	21	12
Expired	20	13
CoM as Lessee	-	9
Vacant	-	3

The leases/licenses that fall under the expired category are all currently covered by hold over clauses and are being worked on to progress into revised agreements. These include agreements of a more complex nature that require further discussions and negotiations due to their complexities, such as the 8 leases that Council has with the Department of Education and Children's Services (DECS).

Impacts of COVID-19

When COVID-19 restrictions were imposed in March, most clubs, committee's and boards were not able to meet to approve any legal documentation and as a result the roll out of the Policy was stalled. This also impacted our tenant's ability to submit the compliance documentation required for the 93% discount. The information required is from different volunteers and staff and takes a collaborative approach from clubs, boards and committees to gather this. It is a priority for Council to continue to work with tenants to ensure current and up to date information is being provided to assess the tenants eligibility for the 93% discount as per the Policy and the lease/licence agreement.

Now that COVID-19 restrictions are easing, the clubs, committees and boards are now recommencing their meetings and progress and compliance with our leases and licences will ramp up to ensure that our tenants have current and up-to-date agreements with Council.

Future work

Recent feedback from some of our tenants indicated that the documentation issued can be quite difficult to interpret and understand.

The majority of Council’s tenants are volunteers and have limited experience in the formal leasing and licensing process. As a result of this, Administration is currently reviewing and simplifying the process and associated documentation to ensure Council is continuing to adapt and meet the communities needs, whilst ensuring our organisational requirements are met.

CITY OF MARION

Work Health & Safety - Monthly Performance Report - June 2020

Originating Officer	Unit Manager Risk - Sherie Walczak
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	GC200811R13

REPORT OBJECTIVE

The objective of this monthly report is to provide Council with assurance that the City of Marion has effective strategies in place to meet its legal obligations as outlined in the Work Health and Safety Act (SA) 2012, and to monitor Council's core target of a 10% reduction of the Lost Time Injury Frequency Rate (LTIFR) from the previous year.

RECOMMENDATION

That Council:

1. **Notes the report and statistical data contained therein.**

DISCUSSION

Targets and performance indicators have been established in order to measure the continual improvement of the program. Performance against these targets are measured in two ways:

- Positive performance indicators (PPI's); and
- Lag performance indicators (LPI's) both of which are outlined in **Attachment 1.**

Council KPI is the achievement of a 10% reduction on last year's LTIFR of 11.0, to reach 9.9 or less in 2019/20.

The rolling LTIFR, based on internal incident reports, is 6.1 with 4 lost time injuries being recorded over the last twelve months. This represents a 44% reduction resulting in the 2019-20 **KPI being MET.**

The current LTIFR, based on LGAWCS (Schemes) claims data, is 3.1 with two lost time injury claims being accepted so far this financial year (as outlined in **Attachment 1**) however it should be noted that there are another two claims awaiting determination. This is below the KPI of 9.9 and is also below the industry comparison LTIFR rate of 8.1.

Key initiatives implemented aimed at the reduction of the LTIFR includes:

- Implementation of a four year HSE 2019-23 Strategic Plan
- Review of the monthly SLT report to align with the new HSE Plan
- Recognition of and rewarding our Safety Champions
- Delivering visible safety leadership initiatives
- Delivery of further training to front-line leaders via Lead in the Field
- Review of the light duties register

- Program of hazardous manual task training and risk assessments
- Comprehensive review of Safe Work guidance documents
- Comprehensive review of Confined Space and Chemical Risk Assessments
- Improvement of hazard identification and control through mentoring of workplace inspectors
- Enhanced focus from Executive whilst LTIFR is trending upwards
- Further maturing of SkyTrust WHS Management System
- Promotion of the Safety Observation program where front-line staff are observed by people leaders
- Implementation of the internal WHS Audit and Contractor Surveillance program
- Positive fit-for-work and well-being programs.

CONCLUSION

The significant reduction in Lost Time Injuries of 62% from 28.8 in 2015-16 to 11.0 in 2018-19 has been a commendable achievement for the City of Marion as we put the community as safety at the forefront of everything we do.

This work has provided a foundation for continued significant improvement with the 2019-20 reporting period recording an achievement of a 44% reduction in the LTIFR from the previous year. **The 2019-20 KPI was MET.**

Attachment

#	Attachment	Type
1	WHS Monthly Performance Report June 2020	PDF File

APPENDIX 1 – WHS Monthly Performance Report – June 2020

City of Marion's HSE Vision is that **'We can all make a difference towards achieving zero harm, to people and the environment'.** We are specifically focused on further developing our leadership styles, organisational culture and systems committing to:

- Developing our people to lead the change across the City of Marion
- Embedding a culture of safety and wellbeing as a part of normal business practice
- Continually improving our WHS Management System (WHSMS) and Environmental Management System (EMS) to achieve best practice

Hazard and Near Miss Reports (Internal WHS SkyTrust reporting data)

Historical statistics inform us that when there is a healthy culture of Hazard/Near Miss Reporting, there is a consequential reduction in injuries to Workers. Hazards and Near Misses are reported to date for this financial year and are outlined in Table 1 and can be compared against those reported last financial year which are outlined in Table 2.

➢ **Annual Target Total = 120 hazard and near miss reports during Financial Year 19-20.**

➢ **RESULT = Total of 112 hazards reported (49 hazards and 63 near misses). Target NOT met.**

Note: The reduction of employees at workplaces during Covid-19 may have reduced numbers of workplace hazards reported.

Table 1: Hazard and Near Miss Reports - Financial Year 2019-20

Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Total	Ave
14	13	10	9	10	9	9	6	7	6	7	12	**112**	**9.3**

Table 2: Hazard and Near Miss Reports - Financial Year 2018-19

Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Total	Ave
17	9	13	12	3	10	6	8	9	1	11	15	**114**	**9.5**

Lost Time Injuries Reported (Internal WHS SkyTrust reporting data)

Lost Time Injuries (LTI's) are those injuries where a whole work day or more has been lost due to a workplace injury. LTI's reported to date for this financial year are outlined in Table 3 and can be compared against those reported last financial year which are outlined in Table 4.

Table 3: Number of LTI's per month - Financial Year 2019-20

Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Total
0	1	0	0	1	0	0	0	0	0	1	1	**4**

Table 4: Number of LTIs per month - Financial Year 2018-19

Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Total
1	0	0	0	0	0	0	1	1	0	3	1	**7**

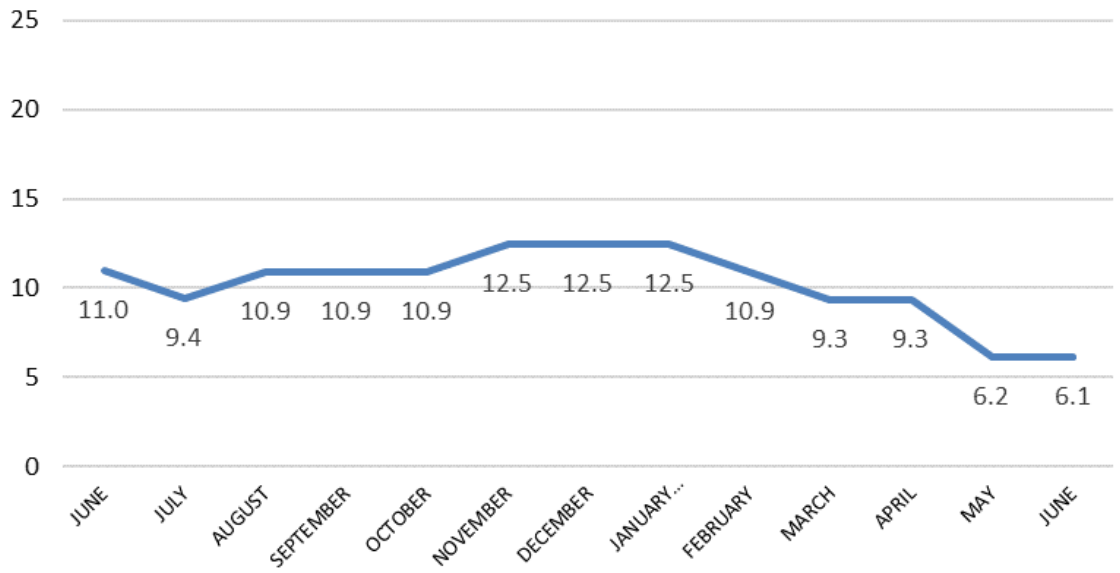
Table 5: Outline of LTIs reported - Financial Year 2019-20

No.	Description of Incident	Mechanism of Injury	Injury Description
1	Slipped on wet floor of hard rubbish truck	Slip and fall on same level	Lower back strain
2	Slipped dismounting a line marking machine	Slip on same level	Right knee strain
3	Pain in elbow from mulching activities	Muscular stress while lifting, carrying or putting down objects	Left elbow tendon strain
4	Pain in lower back from screeding concrete	Muscular stress while lifting, carrying or putting down objects	Lower back strain

Rolling Lost Time Injury Frequency Rate (Internal WHS SkyTrust reporting data)
Rolling injury frequency rate over a 12 month or greater period is a common monitoring for performance of WHS and Return to Work performance. It continues over financial and calendar years rather than starting from zero so that longer term trends can be observed and appropriate action taken to address upward trends and/or seasonal spikes in injuries..

The rolling LTIFR, outlined with a solid blue line in Figure 1 from internal incident report data, provides analysis of the average LTIFR over the last 12 months.

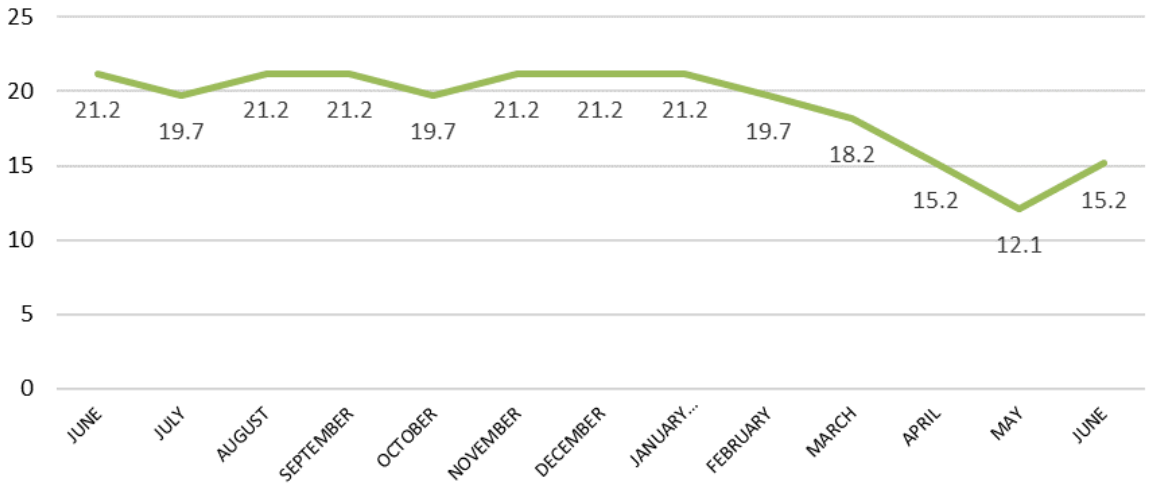
Figure 1: Rolling LTIFR over 12 months



The current rolling LTIFR for the City of Marion is 6.1, which represents a 44% reduction on the LTIFR of 11.0 at the end of last financial year. **Target of at least 10% reduction - MET.**

Rolling Total Recordable Incident Frequency Rate (Internal WHS SkyTrust reporting data)
Total Recordable Incidents include fatalities, LTI's and incidents resulting in the employee receiving medical treatment and/or is certified as only fit to undertake suitable duties. The Rolling Total Recordable Incident Frequency Rate (TRIFR), outlined with a solid green line in Figure 2 from internal incident report data, provides analysis of the average TRIFR over the last 12 months.

Figure 2: Rolling TRIFR over 12 months

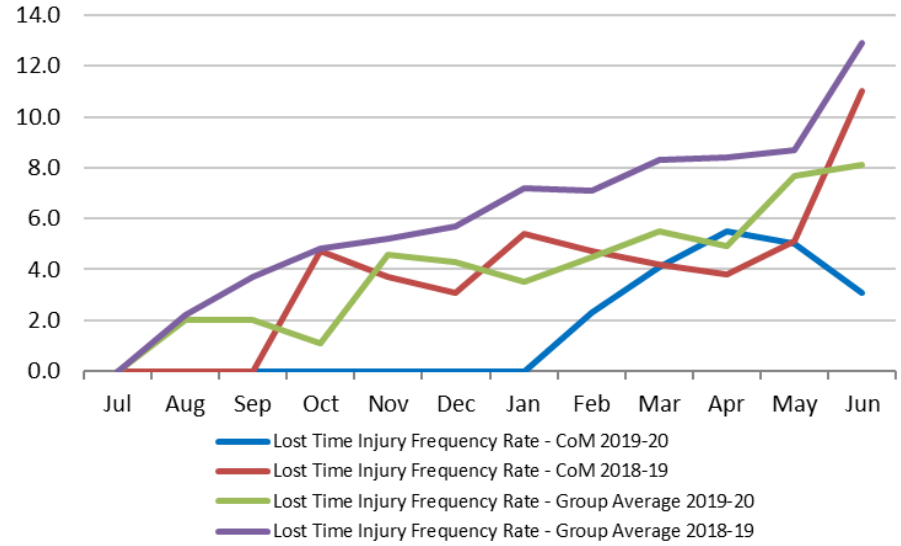


The current 12 month rolling TRIFR for the City of Marion is 15.2 which represents a 28.3% reduction on the TRIFR of 21.2 at the end of last financial year. **Target of at least 10% reduction - MET.**

Lost Time Injury Frequency Rate (LGAWCS Claims Data)

Lost Time Injury Frequency Rate (LTIFR), is an industry standard tool for measuring LTI's within a given reporting period which enables comparison to other organisations. Council's LTIFR is outlined in Figure 3, from the LGA's Member Portal data once claims have been determined and can be measured and monitored against our industry counterparts being the Group A Councils ([1]GaC).

Figure 3: LTIFR compared against Group A Councils

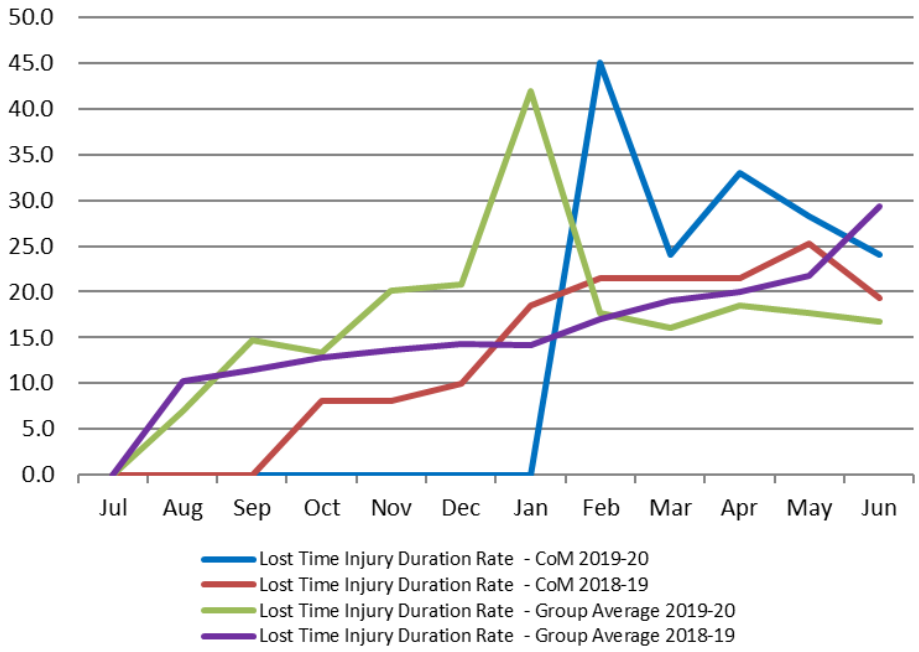


The current LTIFR for the City of Marion (represented in blue) is **3.1**, compared to GaCs recording **8.1**. However, the results only recognises 2 accepted claims, with 2 awaiting determination. Once accepted it should align with the LTIFR of 6.1 reported above from internal data.

Lost Time Injury Duration Rate (LGAWCS Claims Data)

The Lost Time Injury Duration Rate (LTIDR), is an industry standard tool for measuring the average days lost from LTI's within a reporting period to enable comparison to other organisations. Council's LTIDR is outlined in Figure 4, data is sourced from the LGA's Member Portal once claims have been determined and can be measured and monitored against our industry counterparts being the GaC.

Figure 4: LTIDR compared against Group A Councils



The current LTIDR for the City of Marion (represented in blue) is **24**, compared to GaCs recording **16.8**. However, the results only recognises 2 accepted claims, with 2 awaiting determination.

1 GaC are metropolitan councils with more than 300 staff (Marion, Adelaide, Charles Sturt, Onkaparinga, Playford, Port Adelaide Enfield, Salisbury and Tee Tree Gully).

CITY OF MARION

Corporate and CEO KPI Report Quarter Four 2019/20

Originating Officer	Governance Officer - Victoria Moritz
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
	Chief Executive Officer - Adrian Skull
Report Reference	GC200811R14

REPORT OBJECTIVE

To advise the Council of the results of the CEO and Corporate KPIs for quarter four 2019/20.

RECOMMENDATION

That Council:

1. **Notes the report and attachments.**

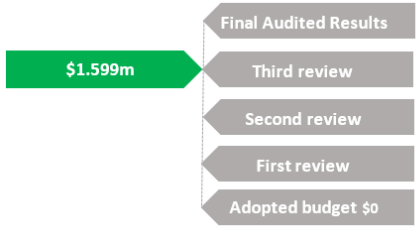
Attachment

#	Attachment	Type
1	Appendix 1 - KPI Overview	PDF File
2	Appendix 1a - Supporting Information for KPI2	PDF File
3	Appendix 2 - KPI Summary	PDF File
4	Appendix 3 - FTE Employees (staff and agency)	PDF File
5	Appendix 4 - Labour and FTE Movement Summary	PDF File

CHIEF EXECUTIVE OFFICER and CORPORATE KEY PERFORMANCE INDICATORS 2019/20
QUARTER FOUR: APRIL '20 – JUNE '20 - APPENDIX 1

1 Financial Sustainability

Core target: Council maintains a break even or positive cash funding position in delivering its annual budget
Measure: This target compares funding cash position at the relevant budget review with the adopted budget figure.
Achieved: Third Budget Review $1.599m
Target is forecast to be met.

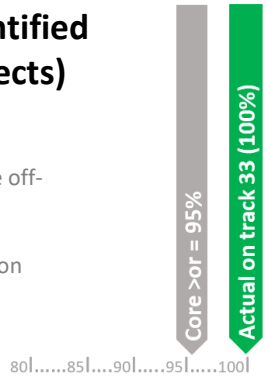


***Note:** KPI will be finalised at the completion of the Annual Financial Statements

2 Delivery of agreed projects identified in ABP and 4-year Plan (33 projects)

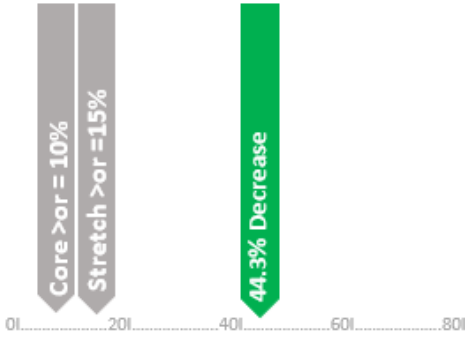
Core target: Greater than or equal to 95%
Measure: Monthly data as at 30 June 2020
Achieved: 100% (33 projects) on-track and 0% are off-track. The Core Target has been met.

Note: Refer Appendix 1a for supporting information



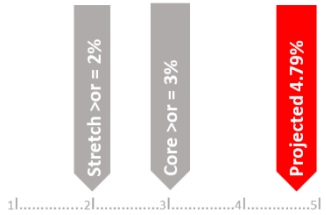
3 Lost Time Injury Frequency Rate.

Core target: Greater than or equal to 10% reduction from 2018/19 (11) = 9.9
Stretch target: Greater than or equal to 15% reduction from 2018/19 (11) = 9.35
Measure: The LTIFR for Q4 2019/20 is 6.1
Achieved: 44.3% decrease. The Core and Stretch Targets have been met.



4 Total Employee Costs

Core target: Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs
Stretch target: Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs
Measure: The 2018/19 Actual audited figure = $34.861m.
Achieved: The 2019/20 estimated result per Third Budget Review = $ 36.310m
Projected: 4.79% - Core Target is not forecast to be met



***Note:** KPI will be finalised at the completion of the Annual Financial Statements

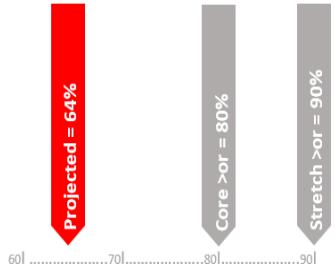
5 Overall Satisfaction with Council's performance

Core target: Greater than or equal to 75% rated as satisfied or above.
Stretch target: Greater than or equal to 85% rated as satisfied or above.
Measure: Community Survey
Achieved: 83.6% for the previous Q4 results.

Note: Council agreed we would not be running the survey for 2019/20. As this is an annual measure the next survey results will be available at the end of the 2020/21 reporting year.

6 Asset Sustainability

Core target: Asset Renewal Funding Ratio greater than or equal to 80%
Stretch target: Asset Renewal Funding Ratio greater than or equal to 90%
Achieved: Projected 64% at Third Budget Review. It is projected the Core Target will not be met.



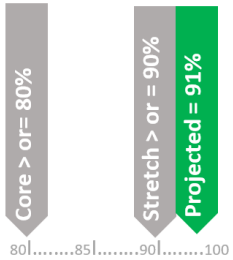
***Note:** This is due to a re-timing of a number of items including Coastal Walkway and Reserve Development in the Oaklands Precinct. KPI will be finalised at the completion of the Annual Financial Statements

The *Asset Renewal Funding Ratio* indicates whether Council is renewing or replacing existing assets at the rate of consumption.

CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS 2019/20
QUARTER FOUR: APRIL '20 – JUNE '20 – APPENDIX 1

7 Delivery of Council's capital works program

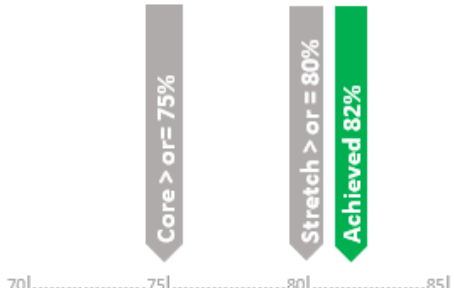
Core target: Greater than or equal to 80% delivery of Council's planned capital works program (adjusted for extraordinary items)
Stretch target: Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)
Achieved: The projected measure is 91%. It is expected Core and Stretch Targets will be met.



***Note:** KPI will be finalised at the completion of the Annual Financial Statements

8 Staff Engagement

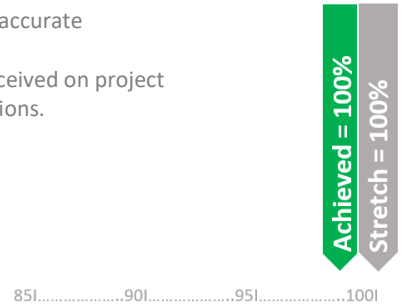
Core target: Achievement of an overall employee survey result of 75%, based on 9 metrics
Stretch target: Achievement of an overall employee survey result of 80%
Measure: Staff Teamgage survey results.
Achieved: 82%. The Core Target has been met.



***Note: T**he Teamgage employee engagement tool is now being utilised, based on 9 metrics (including Communication, Leader Support, Collaboration, Resources, Integrity, Engagement, Quality, Safety, and Wellbeing).

9 Community Engagement / Communications

Core target: Project specific communications to the public should be timely and accurate
Stretch target: 100%
Measure: Based on feedback received on project specific distributed communications.
Achieved: 100%



As at 30 June 2020 100% (33 projects) are on-track.

This includes projects that were started or completed in the 2019/20 financial year and also includes those projects that were completed, deferred or terminated.

We have one project that was completed in Q2 and five that were completed in Q4. 1 project has been deferred, 1 is on-hold and 1 project terminated. The remaining projects are on-track.

Table 1:

Project Name	Start Date	Completion Date	Q2	Q2 Supporting Comments
Marion Historic Village Museum Curator	01/07/2019	30/06/2020	Complete Q2	
Morphettville Park Sports and Community Centre Redevelopment	01/01/2018	24/04/2020	Complete Q4	
Cove Sports Club Netball Courts	01/01/2020	30/06/2020	Complete Q4	
Marion Cultural Centre Plaza	01/07/2019	30/06/2020	Complete Q4	
Coach House – LKCC (Living Kaurna Cultural Centre)	01/07/2019	30/06/2023	Complete Q4	
Destination Playground Feasibility Study	01/07/2019	31/12/2019	Complete Q4	
Metrics that Matter 2.0	01/08/19	30/06/2020	Deferred	Project is still deferred and yet to be fully handed over to ITT. There is a scope of works to still be worked out for Phase 2. This project is a cross council collaboration with more discussion to be had.
Seaview High School Detailed Design and Construction	01/07/2019	30/06/2021	Terminated	Seaview High School pulled out of the project. This project has been re-allocated to Tarnham Road which is sitting on-track.

Corporate and CEO KPI Report Quarter Four 2019/20 – APPENDIX 2

KPI	Details	Target	Stretch Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Financial sustainability.	Council maintains a break even or positive cash funding position in delivering its annual budget	-	$0	$26,500 k	$835k	$1.599m
				Comment: Third Budget Review $1.599m. Target is forecast to be met.			
2	Delivery of agreed projects identified in the *Annual Business Plan* and the four-year plan.	Greater than or equal to 95%	-	91%	97%	100%	100%
				Comment: Achieved 100% (33 projects) on-track and 0% are off-track. The Core Target has been met.			
3	Lost Time Injury Frequency Rate.	Greater than or equal to 10% reduction from the previous year's result 2018/19 (11) = 9.9	Greater than or equal to 15% reduction from the previous year's result 2018/19 (11) = 9.35	100%	100%	61.9%	44.3%
				Comment: The LTIFR for Q4 is 6.1. Achieved 44.3% decrease. Core and Stretch Targets have been met.			
4	Total employee costs (inc agency).	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs	2.99% (Projected)	2.99% (Projected)	2.99% (Projected)	4.79% (Projected)
				Comment: The 2018/19 Actual Audited Figure = $34,861k. **Achieved:** The 2019/20 estimated result per Third Budget Review = $36.310m. Projected to be 4.79% The Core Target is not forecast to be met.			
5	Overall Satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above	NA	NA	NA	NA
				Comment: Council agreed we would not be running the survey for 2019/20. As this is an annual measure the next survey results will be available at the end of the 2020/21 reporting year.			
6	Asset sustainability.	Asset Renewal Funding Ratio greater than or equal to 80%	Asset Renewal Funding Ratio greater than or equal to 90%	80% (Projected)	80% (Projected)	77% (Projected)	64% (Projected)
				Comment: Projected 64% per Third Budget Review. It is projected the Core Target will not be met.			
7	Delivery of Council's capital works.	Greater than or equal to 80% of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% of Council's planned capital works program (adjusted for extraordinary items)	N/A	N/A	NA	91%
				Comment: The Projected measure is 91%. It is expected the the Core and Stretch Targets will be met.			
8	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics	Achievement of an overall employee pulse survey result of 80%	75.5%	74%	73%	82%
				Comment: Measured by the Staff Teamgage survey results. **Achieved:** 82%**.** The Stretch Target has been met. ***Note,** the Teamgage employee engagement tool is now being utilised, based on 9 metrics (including Communication, Leader Support, Collaboration, Resources, Integrity, Engagement, Quality, Safety, and Wellbeing).			
9	Community engagement / communications	Project specific communication to the public should be timely and accurate	100%	100%	100%	100%	100%
				Comment: Based on feedback received on project specific distributed communications **Achieved:** 100%			

FULLTIME EQUIVALENT (FTE) Employee and Agency APPENDIX 3

The number of FTE employees (staff and agency) employed across the organisation as at 30 June 2020.

359.90 *Adopted budget 19/20 FTE Total*

358.07 *Total staff numbers as at 30 June 2020*

25.50 *Agency*

332.57 *Employee*

358.07 *Total staff numbers as at 30 June 2020*

There are currently 15.9 temporary vacant positions comprised of:

- Recruitment in progress (required position) 8.0
- Currently under review 0.0
- Vacant required position 7.9

The following tables provide comparative FTE data with the Gap Year Team Members, Pool Staff, and Grant Funded positions being excluded.

337.26 *Adjusted budget 19/20 FTE Total*

325.96 *Total adjusted staff numbers as at 30 June 2020*

19.38 *Agency*

306.57 *Employee*

325.96 *Total adjusted staff numbers as at 30 June 2020*

Appendix 4

Labour and FTE Movement Summary

	2019/20 $000's	2018/19 $000's	2017/18 $000's	2016/17 $000's	2015/16 $000's	2014/15 $000's	2013/14 $000's	2012/13 $000's
Total Employee Costs (including Agency) % Movement on Prior Year	**36,310**	**34,861**	**33,274**	**32,221**	**31,783**	**31,757**	**31,532**	**30,239**
	4.16%	**4.77%**	**3.27%**	**1.40%**	**0.10%**	**0.70%**	**4.30%**	
Total Number of Employees (FTE at 30 June 2020*) % Movement on Prior Year	**358**	**365**	**360**	**344**	**342**	**348**	**351**	**359**
	-1.9%	**1.38%**	**4.80%**	**0.60%**	**-1.70%**	**-0.90%**	**-2.20%**	

5 Year average FTE to June 2020 **353.8**

CITY OF MARION

Questions Taken on Notice Register

Originating Officer Governance Officer - Angela Porter

Corporate Manager Manager Corporate Governance - Kate McKenzie

General Manager General Manager City Services - Tony Lines

Report Reference GC200811R15

REPORT OBJECTIVE

To receive and note the information contained within the *Questions Taken on Notice Register* provided in Appendix 1.

EXECUTIVE SUMMARY

At the 8 May 2018 General Council meeting Council resolved that (GC080518M01):

Questions without Notice that were not answered at the same meeting will be entered into a register. This register will be tabled as an information report at the following meeting.

Under Regulation 9 of the Local Government (Procedures at Meetings) Regulations 2013 (The Regulations):

(3) A member may ask a question without notice at a meeting.

(4) The presiding member may allow the reply to a question without notice to be given at the next meeting.

(5) A question without notice and the reply will not be entered in the minutes of the relevant meeting unless the members present at the meeting resolve that an entry should be made.

RECOMMENDATION

That Council:

1. **Notes the report 'Questions Taken on Notice Register'.**

Attachment

#	Attachment	Type
1	GC200811 - QON Register	PDF File

Appendix 1

Questions Taken on Notice Register

Report Reference	Meeting Date	Councillor	Responsible Officer	Question taken on notice during the meeting	Response
GC200623R05 – RSL Carpark and Drainage Upgrades – Amendment of Decision	23 June 2020	Cr Bruce Hull	Manager City Property - Thuyen Vi-Alternetti	**Does the RSL have any plans to remove the poker machines?**	RSL have advised that they currently do not have any plans for the removal of the poker machines they have at their facility.
GC200623R07 – Valuation – Adoption for 2020-21 Financial Year	23 June 2020	Cr Ian Crossland	Manager Finance – Ray Barnwell	**Can further details be provided regarding what properties are exempt and why? Can members be provided with a list?**	Council relies on the Local Government Act 1999 to specify the types of land that are exempt from rates. Chapter 10, Section 147 of The Local Government Act 1999 stipulates that all land within the area of a council is rateable, except for land within a specific exemption. The following land is not rateable (exempt): • Unalienated Crown land. • Land used or held by the Crown for a public purpose, unless held under a lease or licence or is a domestic premises. • Land occupied by a university, but excluding domestic or residential premises. • Land that is exempt from rates by virtue of the *Recreational Grounds Rates and Taxes Exemption Act 1981.* • Land occupied or held by the council, except any such land held from a council under a lease or licence. • Land occupied or held by an emergency services organisation under the *Fire and Emergency Services Act 2005.* • Land that is exempt from council rates under or by virtue of another Act. A list of all properties held under an exemption within City of Marion is attached (Attachment 2).

Appendix 1

Questions Taken on Notice Register

Report Reference	Meeting Date	Councillor	Responsible Officer	Question taken on notice during the meeting	Response
GC200623R09 – Rate Rebate 2020-21	23 June 2020	Mayor Kris Hanna	Manager Finance – Ray Barnwell	**How many properties do we have that are owned by not for profit associations?**	Council's rates database does not specify which properties are owned by not for profit organisations. However, the following data was obtained from the Australian Charities and Not for Profits Commission located on the Australian Government website. The data has been sourced based on organisations that have a postal address within the City of Marion. A review of this list shows there are 89 registered not for profit organisations within the City of Marion.
GC200623Q02 – Proposed Changes to Bus Stops and Services	23 June 2020	Cr Bruce Hull	General Manager City Services – Tony Lines	**Who is responsible for the removal of bus shelters?**	On Monday 29 June 2020, the South Australian Government announced that following initial consultation and feedback from the community, the proposed changes to the Adelaide Metro bus network will not be proceeding. Council Officers were scheduled to meet with representatives from DPTI on Tuesday 30 June 2020 to clarify responsibilities for the proposed bus stop removals. This meeting was cancelled following the South Australian Government's announcement.
SGC200729R04 – Carbon Neutral Plan	29 July 2020	Cr Jason Veliskou	Unit Manager Environment and Sustainability - Ann Gibbons	**Are we going to count the extra trees we are planting to offset loss in the private realm to also cover us for carbon neutrality and sequestration?**	As discussed in Appendix B of the DRAFT Carbon Neutral Plan, trees planted in our annual tree planting programs cannot be formally counted towards our carbon neutrality target as they are not part of a registered carbon offset project. Tree planting is however an excellent environmental initiative for many other reasons such as reducing urban heat island effect, increasing canopy cover, increased biodiversity, and improving amenity. These plantings may also go some way to accounting for any loss of trees in the private realm.

WORKSHOP / PRESENTATION ITEMS - Nil

MOTIONS WITH NOTICE

Genetically Modified (GM) crops - consultation

Elected Member Councillor Bruce Hull

Report Reference: GC200811M01

Motion:

Acknowledging that there are a number of primary producers, food processors and manufacturers in our city and in response to correspondence from Primary Industries and Regions SA (PIRSA) re changes to South Australia's Genetically Modified Crops Management Act 2004.

I move that the City of Marion undertakes Community Consultation as to assess the public opinion with regards to the use of Genetically Modified Crops and that our Council advises the relevant Minister of the outcome.

Supporting Information:

- Correspondence from Donella Peters - Keep SA GM-free (Attachment 3)
- A Review of the Independent Review of the South Australian GM Food Crop Moratorium and Fourteen Alternative Findings by Dr John Paull March 2019 (Attachment 4)

Response Received From: Senior Environmental Planner - Rebecca Neumann

Corporate Manager Manager Engineering, Assets and Environment - Mathew Allen

General Manager General Manager City Services - Tony Lines

Staff Comments:

On 4 June 2020, Council received correspondence from Primary Industries and Regions SA (PIRSA) regarding changes to South Australia's Genetically Modified Crops Management Act 2004 (Attachment 1). This letter was forwarded to Elected Members on 17 June 2020. Council also received further information from Mark Parnell MLC on this matter (Attachment 2), Keep SA GM Free (Attachment 3) and Mr John Paull (Attachment 4).

The letter from PIRSA highlights that for a short time, local Councils can make a request to the Minister for Primary Industries & Regional Development to prohibit cultivation of genetically modified (GM) food crops within the City of Marion. The state government has advised this is a once-off opportunity.

The state government has advised that any Councils who prepare a request to the Minister must complete community engagement which is directed at people engaged in primary production activities and food processing or manufacturing activities.

If Council chooses to support this motion:

- A survey will be developed and made available through Making Marion and distributed through local community and business networks

- The survey will seek to collect evidence related to the trade and marketing impact of GM crops. This includes whether or not local food producers and manufacturers can demonstrate that their capacity to market and export their product would be affected by our area's GM status
- A summary of the consultation will be presented to the relevant Minister

Council may also wish to consider a further report to Council on the results of the consultation before it is sent to the Minister - including whether to advocate for a ban on GM crop production.

It should be noted that this decision relates to the commercial cultivation of GM food crops within the City of Marion. There is currently no large-scale commercial food crop production in the City of Marion and current land use zoning is not conducive to future large-scale food crop production.

During the University of Adelaide's ownership of Glenthorne Farm, there was some experimental trialling of GM crops, however the Department for Environment and Water has informed Council that no future GM crops will be commercially grown or trialled within Glenthorne National Park.

There are some food producers located within the City of Marion that may have an interest in raising comments around GM food crop production outside of the Council area. In these instances, these businesses should be making submissions to consultations in the Council areas where the crops are grown to ensure they are considered as part of any application from that Council to the Minister for Primary Industries and Regional Development become to a no GM food crop area.

A link to information on changes to the *South Australian Genetically Modified Crops Management Act 2004* will be placed on the Council website and social media to encourage any local food production or manufacturing businesses affected to contact the Councils where commercial food crop production relevant to their business is occurring.

ATTACHMENTS:

#	Attachment	Type
1	Attachment 1 - Letter from PIRSA - GM Exemption Process	PDF File
2	Attachment 2 - Letter from Mark Parnell MLC - GM Crops	PDF File
3	Attachment 3 - Letter from Keep SA GM-free	PDF File
4	Attachment 4 - John Paull 2019 SA GM moratorium Review	PDF File

Government of South Australia
Primary Industries and Regions SA

OFFICE OF THE CHIEF EXECUTIVE
Level 12
25 Grenfell Street
ADELAIDE SA 5000
GPO Box 1671
Adelaide SA 5001
DX 667
Tel (08) 8429 0248

www.pir.sa.gov.au

4466940

Mr Adrian Skull
Chief Executive Officer
City of Marion
OAKLANDS PARK SA 5046

council@marion.sa.gov.au

Dear Mr Skull,

I am writing to you regarding changes to South Australia's *Genetically Modified Crops Management Act 2004* (the Act) through the South Australian Parliament.

This Act provides the power to prohibit cultivation of genetically modified (GM) food crops and aligns with the national scheme for regulating gene technology which only allows State Governments to regulate GM food crops where there are risks to markets and trade. Any risks to human health or the environment are managed by the national scheme which is administered by the Commonwealth Government regulator, the Office of the Gene Technology Regulator.

For this reason, the Act is limited in its scope and any concerns relating to health or the environment cannot be used as grounds to apply to be a non-GM designated area under the Act. Please also note that a GM moratorium under the Act only applies to the cultivation of GM food crops. It does not apply to the sale of processed foods made from GM food crops such as canola oil.

Recent amendments to the Act lift the GM moratorium in all of South Australia except Kangaroo Island. There is a time limited opportunity for local councils to apply to the Minister for Primary Industries and Regional Development to be declared an area where no GM food crops may be cultivated.

The decision to lift the GM Moratorium on mainland South Australia follows extensive public consultation and recommendations from an independent review that evaluated the market and trade benefits, or lack thereof, of the GM moratorium to the South Australian economy and agricultural industries.

While local councils have the ability to apply to be a non-GM crop cultivation designated area there is no requirement for councils to make such an application.

Section 5A of the Act governs the processes relating to designating council areas. It states the Minister may make a declaration through a notice in the Government Gazette after he has consulted with the GM Crops Advisory Committee established under the Act.

Councils that wish to make an application must firstly consult with their community, including persons engaged in primary production activities and food processing or manufacturing activities.

Applications and Ministerial declarations can only occur within the first 6 months of the Act coming into operation. This period ends on Sunday 15 November 2020.

I would like to provide you with the following guidance should your council choose to apply to the Minister.

Applications should:

- be framed within the scope of the Act i.e. relate to marketing and trade only
- demonstrate the consultation requirements of the Act have been fulfilled
- include advice on all views expressed during consultation (in favour or against declaration) and any evidence provided by the community and/or industry relating to the application.

Applications can be sent to the Minister for Primary Industries and Regional Development, Hon Tim Whetstone MP, at Minister.Whetstone@sa.gov.au with a copy to PIRSA at PIRSA.GMReview@sa.gov.au. I also request that in order to provide the Minister with sufficient time to fulfil his responsibilities under section 5A of the Act, applications be submitted by 30 September 2020.

For more information on GM food crops, background on the GM moratorium and the independent review, please visit www.pir.sa.gov.au.

You are also welcome to contact Ms Elena Anear, Assistant Director Strategy and Policy, Agriculture, Food and Wine, PIRSA, by email at elena.anear2@sa.gov.au if you have any further questions.

Yours sincerely



Michelle Edge
CHIEF EXECUTIVE

3/6/2020

MARK PARNELL

Member of the Legislative Council

Mr Adrian Skull
Chief Executive Officer
City of Marion
245 Sturt Road
Sturt SA 5047

council@marion.sa.gov.au

10 June 2020

Dear Mr Skull

I am writing to you regarding recent changes to the *Genetically Modified Crops Management Act 2004*. These changes lift the long-standing moratorium on the cultivation of genetically modified (GM) crops on mainland South Australia, however they also provide SA councils with a short window of opportunity to apply to remain a GM-free council area.

If you haven't done so already, I strongly encourage Council to urgently resolve to undertake a consultation process with your community regarding their views on this question, as required by the Act.

As you may know, the final decision on whether a local council area can remain GM-free will be made by the Minister for Primary Industries. Under the Act, the Minister will only be considering views and evidence relating to impacts on marketing and trade of allowing GM-crops to be grown in the council area, or remaining GM-free.

We know that many food businesses want South Australia to remain GM-free to provide a marketing advantage and point of difference with their competitors. However, as it may be difficult for small local food businesses to undertake a rigorous assessment and provide evidence of marketing advantages for their particular business, I would encourage Council to assist by proactively investigating existing and potential marketing and trade advantages that could be gained for food-related businesses in your council area by remaining GM-free.

Parliament House, North Terrace, Adelaide SA 5000
(08) 8237 9111
parnell@parliament.sa.gov.au
www.markparnell.org.au

THE GREENS

I'm advised that when considering an application from a council, the Minister will also be looking at implications of a decision to declare a council area GM-free for areas beyond council boundaries. For this reason, Council may wish to consider a regional approach to this matter, in conjunction with neighbouring councils. I'm also advised by the Minister's office that the Minister will be relying on the Anderson Report to inform his decisions, so it's important to note that Anderson's analysis is disputed by reputable academics. One such critique is by Dr John Paull from the University of Tasmania entitled *A Review of the Independent Review of the South Australian GM Food Crop Moratorium and Fourteen Alternative Findings*.

Given the short timeframe for this entire process, (with applications to the Minister due by 30 September), and the fact that once this process has been completed there will be no further opportunities to remain GM-free, I encourage Council to act quickly.

Finally, I would add that this issue is important for all council areas, regardless of whether or not canola is currently grown. Whilst canola is the main crop of interest today, the changes to the Act apply to ALL future GM crops, i.e. any type that may be developed in the future. This current opportunity is your only chance to apply to remain GM-free. Once this opportunity has passed, all future decisions about growing GM crops will be made at a national level with no regard to local economic circumstances.

If you require any further assistance, I can be contacted on 08 8237 9111 or at parnell@parliament.sa.gov.au.

Yours sincerely



Mark Parnell MLC
Greens Member of the Legislative Council
Parliament of South Australia

STOP GM CROPS BECOMING PART OF THE SA LANDSCAPE

June 22, 2020

To the Mayor, Councillors and CEO of the City of Marion

Please take action to keep your region a GM-free Crop Zone

Dear Mayor, Councillors and CEO,

Losing South Australia's state-wide GM-free status and reputation for high quality GM-free food products will disrupt market and trade opportunities for producers and processors all over the state, including those in your council area.

Kangaroo Island farmers worked hard to stay GM-free as they earn big premiums for the island's GM-free grains and beverages, in local and export markets. KI Pure Grain told the Anderson Inquiry:

> *"The potential direct cost to KIPG and the KI Grain Growers is the loss of demand for our Non-GM Canola which presently stands at approximately $3,025,000. Additionally, … there is potential to lose further sales of other grains marketed as 'GM Free' which would add to this loss."*

The Palsystem Consumers' Co-operative Union of Japan's submission noted their strict non-GM policy, so they bought canola and honey exclusively from Kangaroo Island, with annual revenues of $6 million to the Island's economy. They added

> *"In order to further develop our economic contribution for both Kangaroo Island and the whole of South Australia, we are currently working on a plan to expand our range and volume of non-GM products, but the extension of the moratorium is critical to this plan."*

Another GM-free Japanese Consumer Co-operative, Coop Shizenha, which has over 142,000 members said,

> *"Our turnover is expected to reach AUD$233 million this fiscal year [2018]" and we "hope that we can contribute further to your economy by purchasing agricultural products cultivated in South Australia and Kangaroo Island as the only remaining Non-GM cultivation area of your country."*

To boost its case for lifting the GM Crop Moratorium on mainland SA, the Marshall Government commissioned the Anderson Review with short term and narrow Terms of Reference. The report was based on shaky assumptions, excluded relevant information, and ignored inconvenient data. As the GeneEthics Network's submission pointed out:

> *"Australian non-GM canola has earned premiums in Europe since 2006 and the GM canola discounts continue to be significant. CSIRO team leader Dr Sandra Eady and Australian Export Grains Innovation Centre chief economist Ross Kingwell confirmed that "We've achieved a $100 million per year premium for our farmers, given the extra $20-$40/tonne paid for Australian non-GM Australian canola."*

In the week ending June 5, 2020, GM canola was discounted $95/tonne in WA compared with non-GM varieties, $39/tonne in Port Melbourne, and up to $39/tonne in rural NSW.

What individual councils can achieve

Your council has the opportunity to remain a GM-free Zone, despite the Government's determination to make the whole South Australian mainland into a GM crop area.

We urge councils to wholeheartedly embrace this process and make their best efforts to marshal the processes and community resources so that a GM-free Crop Zone can be established here. GM pollen is easily carried on the wind and by bees and will not stop at artificial borders. The more councils that are declared a GM-free Crop Zone, the better the protection for all non-GM and organic producers.

How councils can respond

We ask you to:

- **consider** retaining your council as a GM-free Crop Zone, as the Government has lifted the state's GM Crops Moratorium and put the onus of applying to keep any area GM-free onto local government;
- **consult** with members of your community, including persons engaged in primary production activities and food processing or manufacturing activities, following council's usual practices;
- **gather** evidence of the present and future benefits and costs of remaining GM-free vs the potential benefits and costs of allowing GM crops to be grown in your council - canola and safflower now, but possibly GM wheat, rye-grass, lucerne, etc. in future;
- **apply** to Minister for Primary Industries, Tim Whetstone MP, for your council to remain a GM-free Crop Zone, "an area in which no genetically modified crops may be cultivated";
- **refute** the Anderson report findings on which the government's GM policy is based, in the application, and make the case for the council to remain a GM-free Crop Zone:
    - give an overview of positive feedback, submissions and evidence that led to council's decision to advocate for a GM-free Crop Zone;
    - show a marketing advantage for primary producers, food producers and manufacturers from remaining a GM-free Crop Zone;
    - provide evidence of positive marketing or trade impacts on local businesses from remaining a GM-free Crop Zone.

There are also many compelling health and environmental reasons to avoid GM crops. But it is important to remember that in this process, the only reason the Minister will designate an area as a GM-free Crop Zone is for the preservation of the identity of crops (GM and non-GM) for marketing purposes.

Please also note that the Minister must receive your application by **September 30th** so it can be approved and gazetted before the legal deadline.

Enclosed is a report from Dr John Paull PhD, an environmental scientist at the University of Tasmania, casting doubts on the findings of the Anderson report. If you require further evidence on the benefits of GM-free Crop Zones, please contact us by email at gmfreesa@gmail.com or phone 0449 769 066.

We would greatly appreciate hearing from you as to whether or not you decide to engage in this consultation process.

Yours sincerely,

Donella Peters

Donella Peters

for **Keep SA GM-free**



Keep South Australia GM Free

A Review of the *Independent Review of the South Australian GM Food Crop Moratorium* and Fourteen Alternative Findings

Prepared by Dr John Paull, March 2019

Abstract

The present review of the *Independent Review of the South Australian GM Food Crop Moratorium* (Anderson, 2019) reveals that the so-called *Independent Review* is not independent at all and thus it falls at the first hurdle. Kym Anderson is a long term vocal advocate of genetically modified crops and has expressed such views regularly over the past two decades. The *Independent Review* was commissioned by the South Australian Minister for Primary Industries and Regional Development. There were 216 public submissions, of these, 78% (n=168) were for retaining the existing Moratorium, 18% (n=39) were for scrapping the Moratorium, and 4% (n=8) were undecided. 100% of the food available in Australian supermarkets is GM-free which mirrors the sentiments of Australian consumers, which are against GM-food; and Australian supermarkets are all aware of such sentiments. South Australia (SA) has a 'clean and green' image. This image serves SA well for food production, trade, tourism, education and migration. GMOs would damage SA's clean and green and smart image and can thereby be economically detrimental to the state. The *Independent Review* proposes that GM canola is the sole candidate for uptake were the GM Moratorium to be scrapped. The GM canolas (Round-up ready, TT) proposed for SA are herbicide-dependent crops relying on regimes of multiple toxic herbicide applications. Glyphosate is a carcinogen and triazine is banned in Europe. These are chemicals that are dangerous to the health and wellbeing of animals, including humans, and the environment, and prescribing their use can be expected to increase SA's health costs and future environmental clean-up costs. GM agriculture is an example of privatising the profits and socialising the costs. Australia is the world leader in organic agriculture and accounts for 51% of the world's certified organic hectares, and, of this, South Australia is the leading organics state in Australia accounting for 40% of Australia's certified organic hectares (and 20% of the world's certified organic hectares). Organic produce sells at a price premium - usually in the range of 10% and 110% (compared to non-organic). This contrasts with GM canola which sells at a price penalty of 7%. These price premiums and price penalties reflect market sentiment - what the market wants and what the market does not want. The GM Moratorium has a social licence and is serving SA well and should be maintained on economic and social grounds. The *Independent Review* should be rejected.

The *Independent Review* is not independent

The author of the *Independent Review* is a vocal, long term and consistent advocate and proponent of GM crops, dating back over two decades. His extreme views were known or should have been known to the South Australian Government at the time of the appointment of Kym Anderson as reviewer. The known partisanship will always cast a question mark over the credibility of the *Independent Review* - even before it was submitted.

The perceived bias and the vested interest of the so-called 'independent reviewer' in supporting two decades of his own published opinions and analyses should have been sufficient to exclude Kym Anderson from consideration as an 'independent reviewer' and, failing that, ought to have been sufficient cause for him to exclude himself.

The views of the *Independent Review* are reflected in previous publications of the so called 'independent reviewer', for example:

Anderson, K., & Nielsen, C. P. (2001). GMOs, Trade Policy, and Welfare in Rich and Poor Countries. In S. Maskus & J. D. Wilson (Eds.), *Quantifying the Impact of Technical Barriers to Trade: Can it be Done?* Ann Arbor, MI: University of Michigan Press.

Anderson, K., & Jackson, L. A. (2004). GM Food Crop Technology: Implications for Sub-Saharan Africa. *Centre for Economic Policy Research (CEPR), Discussion Paper No. 4490*, 1-29.

Anderson, K., Damania, R., & Jackson, L. A. (2004). Trade, Standards, and the Political Economy of Genetically Modified Food. *World Bank Policy Research Working Paper, WPS 3395*, 1-30.

Anderson, K., Jackson, L. A., & Nielsen, C. P. (2005). Genetically Modified Rice Adoption: Implications for Welfare and Poverty Alleviation. *Journal of Economic Integration, 20*(4), 771-788.

Finding 1: The *Independent Review* is not independent at all. The *Independent Review* is written by a vocal and long term advocate of GMOs and GM-crops, and in addition it contains errors of fact from the outset (see Finding 2) and it should be disregarded in its entirety.

The majority of submissions supported retaining the SA GM Moratorium

The *Independent Review* states that "Community attitudes to the moratorium were captured in the 216 submissions received by the Reviewer" (Anderson, 2019, p.xii).

Of 216 public submissions, 78% (n=168) were for retaining the existing Moratorium, 18% (n=39) were for scrapping the Moratorium, and 4% (n=8) were undecided (Anderson, 2019, p.xii) (see Figure 1 below).

Of these 216 submissions, only 45 appear on the PIRSA web site (pir.sa.gov.au). Of these selected 45 submissions made available on-the-web, the majority are undated. Of the 45 submissions made available on-the-web, 36% (n=16) appear to be for retaining the Moratorium, 60% (n=27) for scrapping it, and 4% (n=2) are indeterminate. This appears to be a biased selection of the submissions and without any declared rationale for that bias.

Despite the data that the *Independent Review* reports, the false claim is made therein that: "the majority of submissions … favour the immediate removal of South Australia's moratorium on GM crop production and transport (Finding 2.3)" (Anderson, 2019, p.xii). This is a false and misleading claim which is entirely inconsistent with the data (see Figure 1 below).

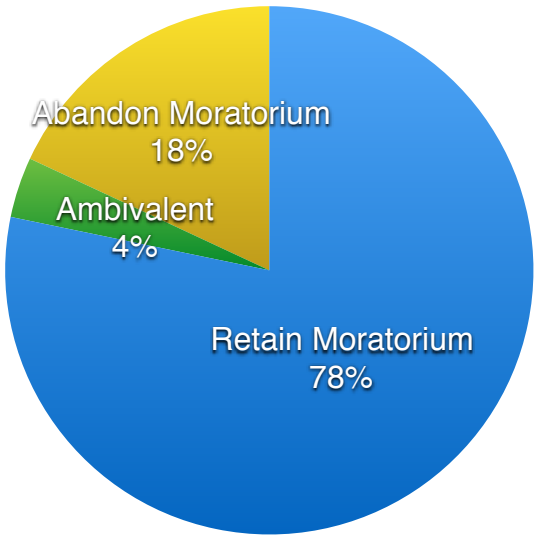


Figure 1. There were 216 submissions to the Independent Review, of these, 78% (n=168) were for retaining the existing GM Moratorium, 18% (n=39) were for scrapping the GM Moratorium, and 4% (n=8) were undecided (author's graph; data source: Anderson, 2019).

Finding 2: The majority (78%) of submissions supported retaining the existing SA GM Moratorium. The *Independent Review* falsely reports the contrary.

There are no GM foods on Australian supermarket shelves

In Australia, food with GM ingredients must be labelled as such. The result is that there are no such food items on Australian supermarket shelves (Figure 2).

This is a reflection of consumer sentiment in Australia - consumers do not want to buy or eat GM foods - they have been characterised as ‘frankenfoods’. It also reflects a recognition by Australian supermarket chains that a GM label on a food item would spell its death knell.

The consequence of this is that markets for GM produce must be sought overseas. GM foods are sold into markets that lack GM-labelling requirements, markets where the consumers are left in the dark regarding the provenance of ingredients. Why would SA consider facilitating such a deceitful trick on foreign consumers? There may be some economic karmic flow-back from pursuing such a route.



Figure 2: The food offerings on Australian supermarket shelves are 100% non-GM.

Finding 3: Australian supermarkets do not stock GM-foods because they are aware that Australian consumers have rejected such ‘frankenfoods’.

South Australia enjoys a clean and green image

SA enjoys an enviable reputation as a clean and green and smart place to be doing business. It has a reputation that many countries and regions around the world can admire and aspire to (Figure 3).



Figure 3: SA is known around the world for its clean and green and smart image (source: australiachinafriendship.com.au/south-australias-green-environment/).

Finding 4: South Australia enjoys a clean and green and smart image which is important for tourism, trade, investment, education and migration. The GM Moratorium supports the image of clean and green and smart, and scrapping the GM Moratorium would undermine that image and its economic benefits.

Consumers of the world reject GM foods

There is no consumer demand for GM food. For consumers, GMOs are an unwanted intrusion into their diet and food selections, and GM offerings are to be avoided. This sentiment is not just prevalent amongst Australian consumers.

In the largest study of its kind, 23,000 consumers in 17 countries were quizzed about their food preferences. A consumer voice against GMOs was present in all 17 countries (GfK, 2017) (see Figure 4).

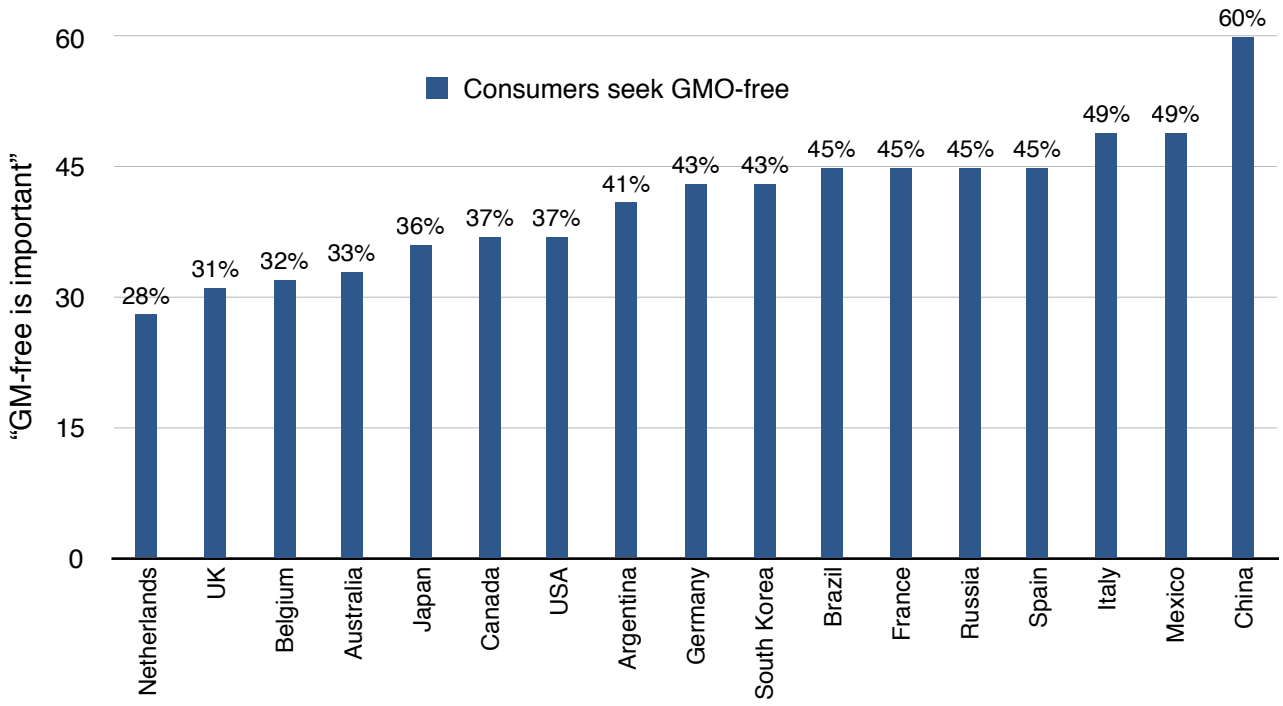


Figure 4: Percentage of consumers in 17 countries who stated that "GM-free is important" in making their food choices (author's graph; data source: GfK, 2017).

Finding 5: Around the world, there is strong consumer sentiment against GMO food. As a consequence, there are economic price penalties for GM crops and growing what consumers do not want.

The price penalty for GM canola

The only GM crop that the *Independent Review* considers for uptake in SA is GM canola (Anderson, 2019).

GM canola attracts a price penalty (see Figure 5). The figures presented in the *Independent Review* (Fig.10, p.29) are a selection of the available data and are rather oddly attributed as "personal communication" (p.52) despite the prices being in the public domain and published regularly. The price penalty for GM canola is 7.2% (Figure 5). There is a consistent price penalty for WA GM canola, across years and grain depots (Taylor, 2019) (Figure 5).

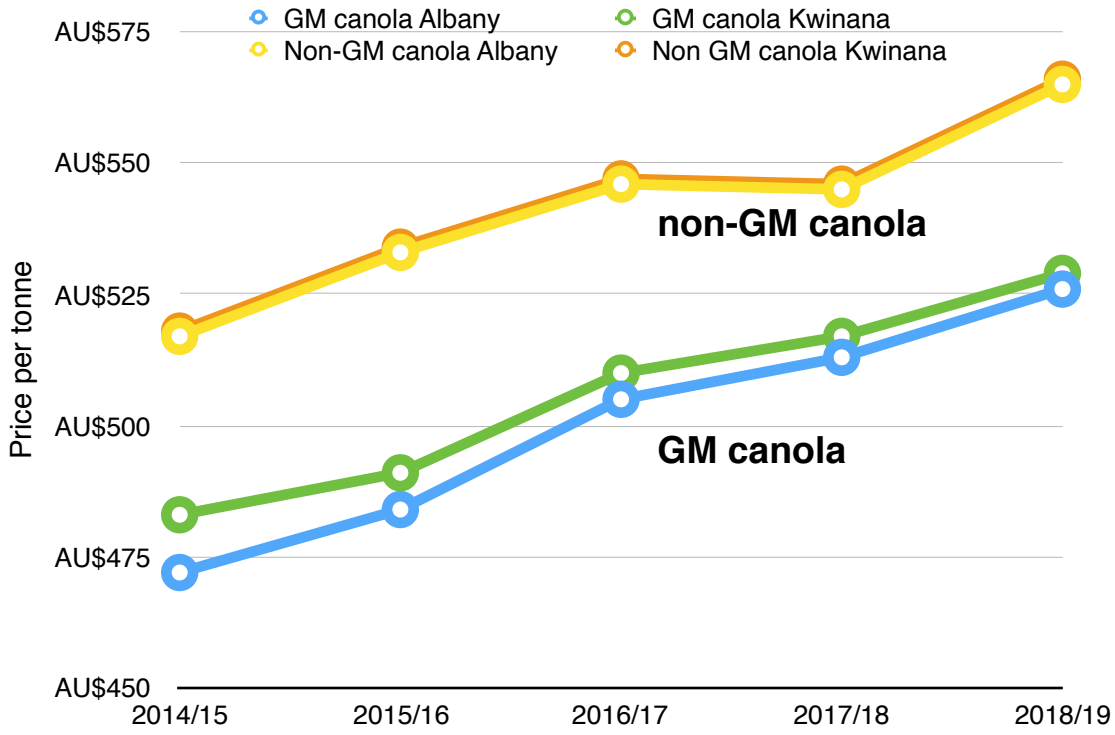


Figure 5: Average annual price per tonne of GM canola versus non-GM canola for grain delivered in WA (Kwinana and Albany) (author's graph; data source: Taylor, 2019).

Finding 6: There is a price penalty for growing GM crops. The average price penalty for GM canola in WA is 7.2%.

Australia is a minor player in GM agriculture

GM agriculture is dominated by just three countries, USA, Brazil and Argentina, which together account for 83% of the world's GM agriculture hectares. Australia accounts for less than half of one percent of the world's GM agriculture hectares (0.47%) (ISAAA, 2017). Australia is a very minor player in the world of GM agriculture (Figure 6).

This agrees with the data of the *Independent Review* which appear as Appendix 1 (Anderson, 2019, p.41).

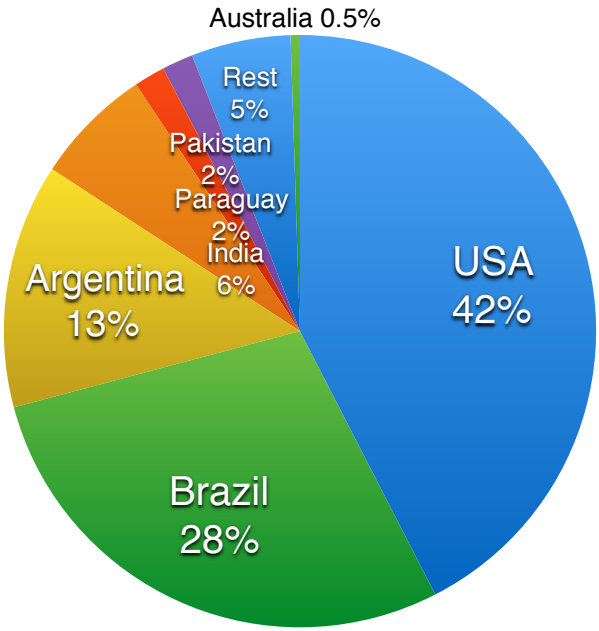


Figure 6: GM agriculture is concentrated in just three countries, USA, Brazil and Argentina, and Australia is a very minor GMO player (author's graph; data source: ISAAA, 2017).

Finding 7: GM agriculture is concentrated in just three countries, USA, Brazil and Argentina. Australia is a very minor player in the world of GM agriculture.

Segregation is a failure

The *Independent Review* in its Finding 3.3 claims that "The experience of GM canola production and marketing in other mainland stages (sic) over the past decade reveals that segregation and identity preservation protocols and practice codes can and do ensure the successful coexistence of GM and non-GM crops in Australia" (Anderson, 2019, p.21). This is wishful thinking.

Segregation of GM and non-GM crops has failed in Western Australia and elsewhere. Considerable evidence was presented to that effect to the WA Parliamentary Inquiry, *Mechanisms for compensation for economic loss to farmers in Western Australia caused by contamination by genetically modified material* (see: www.parliament.wa.gov.au/parliament/commit.nsf; Swinbourne, 2019).

The WA Parliamentary Inquiry was convened because of the spectacular failure of GM segregation as witnessed in the Marsh v Baxter case. In that case an organic farm was contaminated with GM canola. The organic farm lost its organic certification because of the contamination. This resulted in economic losses of $85,000 to the organic farm, a figure that was agreed between the parties and which accounted for the price premiums for organic that were forfeited. The legal expenses for this case were in the order of $2 million (Paull, 2015). Such figures are outside the capacity of the average farmer to endure; it was eventually revealed that Monsanto was funding the GM farmer's legal costs. The Marsh v Baxter case evidenced the failure of GM-segregation and the disproportionality of the damages suffered versus the legal-system costs of pursuing a claim.

Marsh v Baxter is not the only incident in WA where an organic farm has lost its certification due to GM contamination. However, as the WA Parliamentary Inquiry were at pains to point out in their questioning, there is a "chilling" impact of the Marsh v Baxter case in keeping contamination out of the public and legal gaze (www.parliament.wa.gov.au/parliament/commit.nsf).

Witnesses to the WA Inquiry revealed that due to GM contamination of canola in WA, the response has been to redefine the grain grade of 'non-GM' so that, at least in WA, it no longer means 'GM-free', as might be expected, but rather it means something less. Since the introduction of GM canola into WA, the grade, 'non-GM', has been redefined to allow GM-contamination up to the level of 0.9% GM before it loses its 'non-GM' classification.

There is a price penalty in WA of downgrading produce to 'GM' of approximately 7.2%, hence this 'work-around' of re-defining terms. This ploy also facilitates a GM-contaminated batch of grain in WA being re-birthed as 'non-GM' by adding a sufficient dilution of GM-free grain to bring the contamination level down below the contamination threshold of 0.9%.

This is an unsatisfactory 'work around'. A glass of milk contaminated to 0.9% with, for example, petrol, detergent, arsenic, iron filings or whatever is rather obviously unacceptable.

In Canada, the failure of segregation has meant that almost all canola in Canada is graded as GM. The Canada Canola Council then propagates the alchemic fiction that "canola oil made from GM seed is conventional canola oil" (CCC, 2017).

Finding 8: Segregation of GM and non-GM canola has failed in WA and overseas. This failure has been glossed over in WA by redefining 'non-GM' as GM-contaminated to an extent not exceeding 0.9%.

Glyphosate is carcinogenic

GM Roundup Ready canola is dependent on multiple applications of the herbicide glyphosate. Multiple applications of this herbicide are prescribed to a single crop of GM canola, including a final dose close to harvest time when the crop is swathed (where the head of grain is decapitated from the body of the plant).

Glyphosate is a carcinogen (OEHHA, 2019). Glyphosate does not stay 'on the farm'. It contaminates water, air, soil, plants and animals. It is ingested by adults and children via various routes including via food and beverages (Cook, 2019) (Figures 7 & 8).

A gardener was recently awarded US$289 million in damages for cancer caused from spraying glyphosate (Bellon, 2018). There are a further 9,300 plaintiffs reportedly seeking redress for glyphosate health damage and with more to come (Bender, 2018).

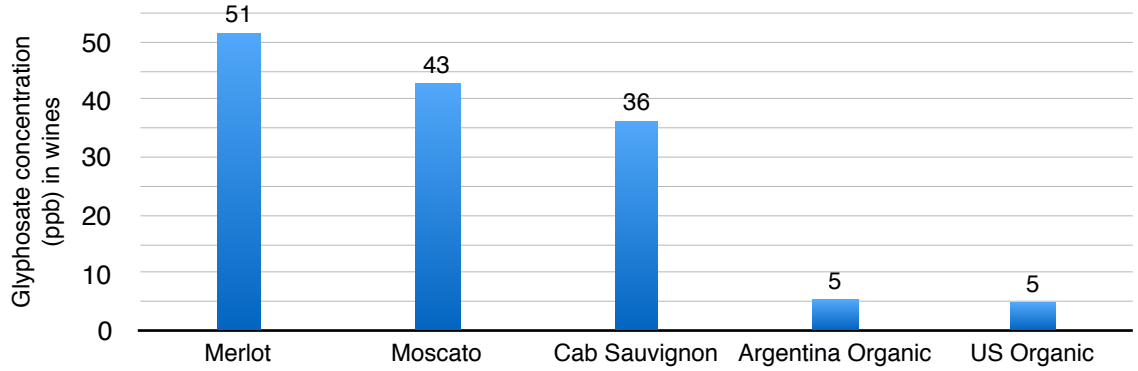


Figure 7: Glyphosate in wine (author's graph; data source: Cook, 2019).

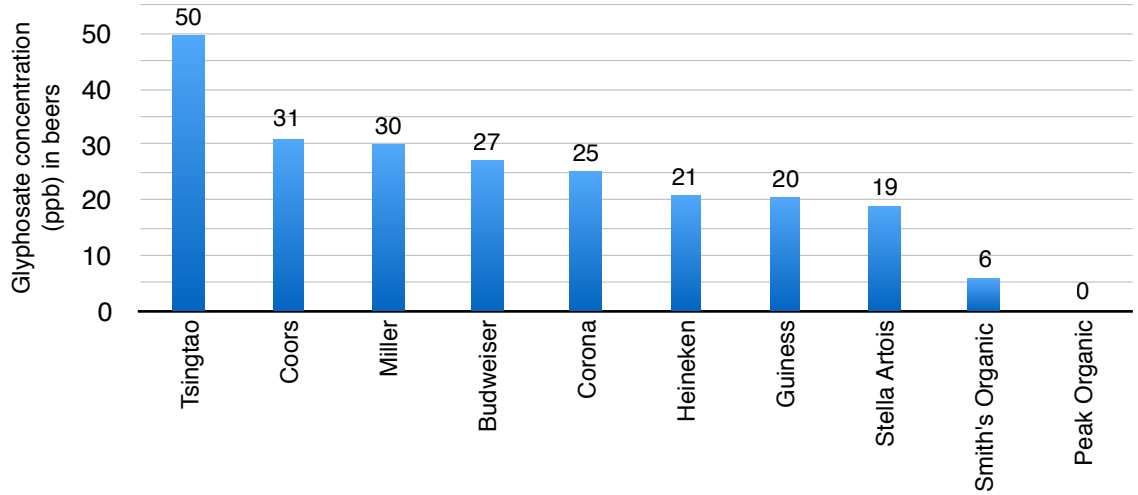


Figure 8: Glyphosate in beer (author's graph; data source: Cook, 2019).

Finding 9: GM RR canola is glyphosate dependent. Glyphosate is carcinogenic. More glyphosate means more cancer and that means more health costs for SA. Contaminated beer and wine can have negative economic consequences and damage exports. Glyphosate lawsuits can be an economic drain on the SA economy.

Consumers don't want pesticides

There is strong global consumer demand for organic food. For consumers, pesticides and GMOs are unwanted intrusions into their diet and food selections. Many consumers are aware that a sure way to avoid GMOs is to buy organic. Organic standards exclude GMOs. Such sentiments are not just prevalent amongst Australian consumers.

In the largest study of its kind, 23,000 consumers in 17 countries were quizzed about their food preferences. A consumer voice for organic and against GMOs was present in all 17 countries (GfK, 2017) (see Figures 4 and 9).

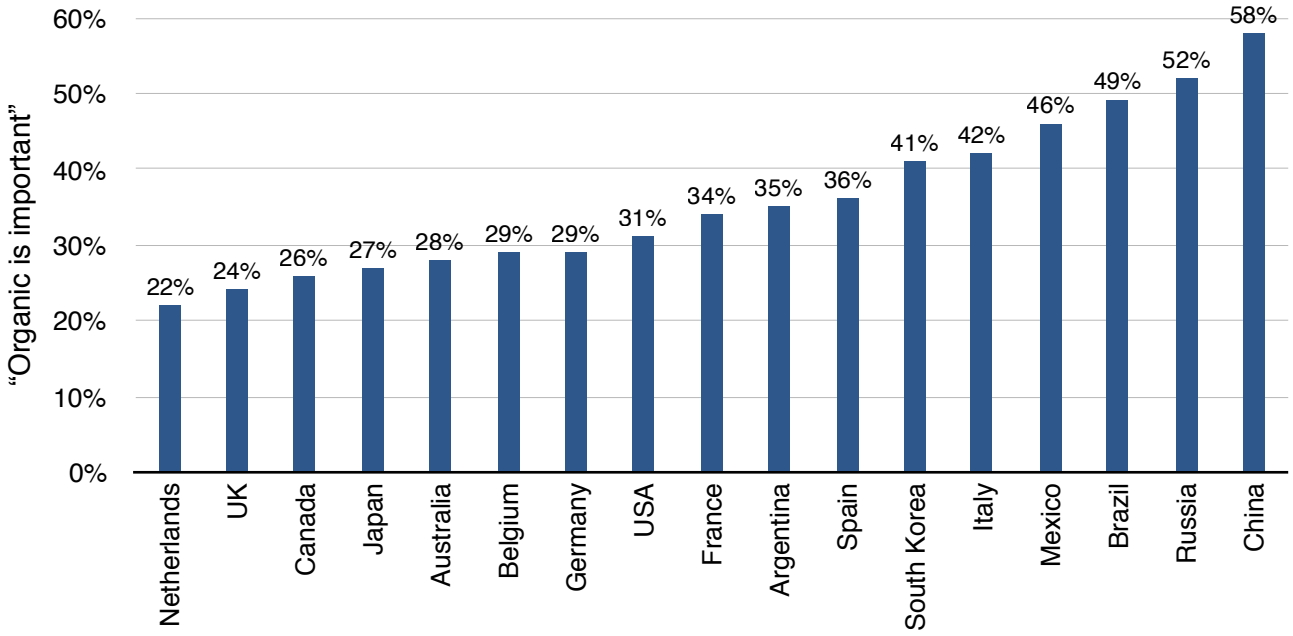


Figure 9: Percentage of consumers in 17 countries who stated that "Organic is important" in making their food choices (author's graph; data source: GfK, 2017).

Finding 10: Around the world, there is strong consumer sentiment for organic food (and against GM food). There are economic rewards for growing what consumers want.

Australia leads the world in Organic Agriculture

Australia leads the world in organic agriculture (Paull & Hennig, 2016) (Figure 10). World organic agriculture has been growing at 12% per annum for the past two decades (Figure 11). Australia accounts for 51% of the world's certified organic hectares (Willer & Lernoud, 2019). GMOs are a threat to organic agriculture, they are the 'cane toads' (invasive species) of clean and green agriculture (Paull, 2015, 2018).

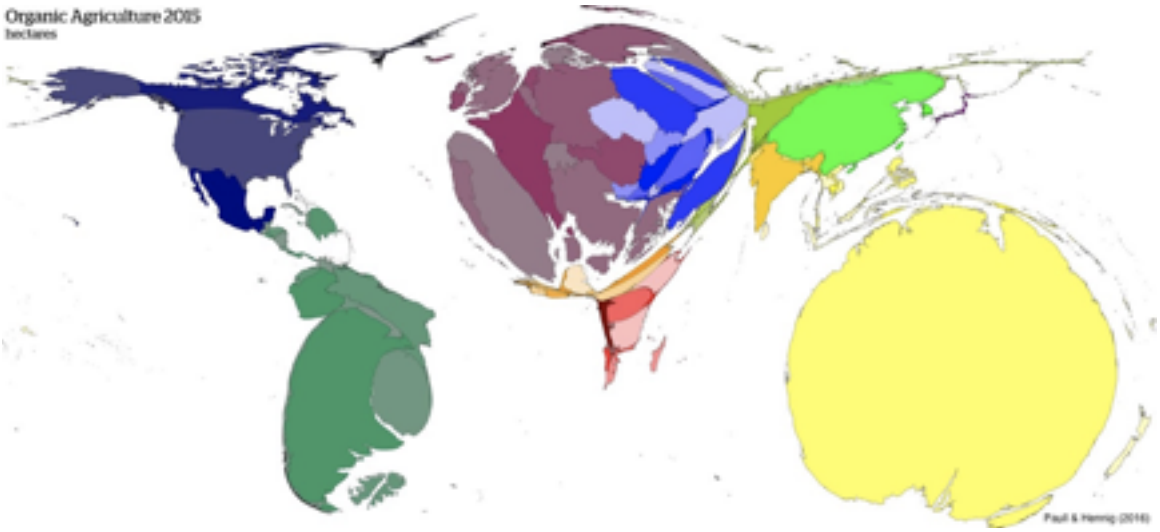


Figure 10: World density-equalizing map of global organic agriculture (based on certified organic hectares per country) (Paull & Hennig, 2016).

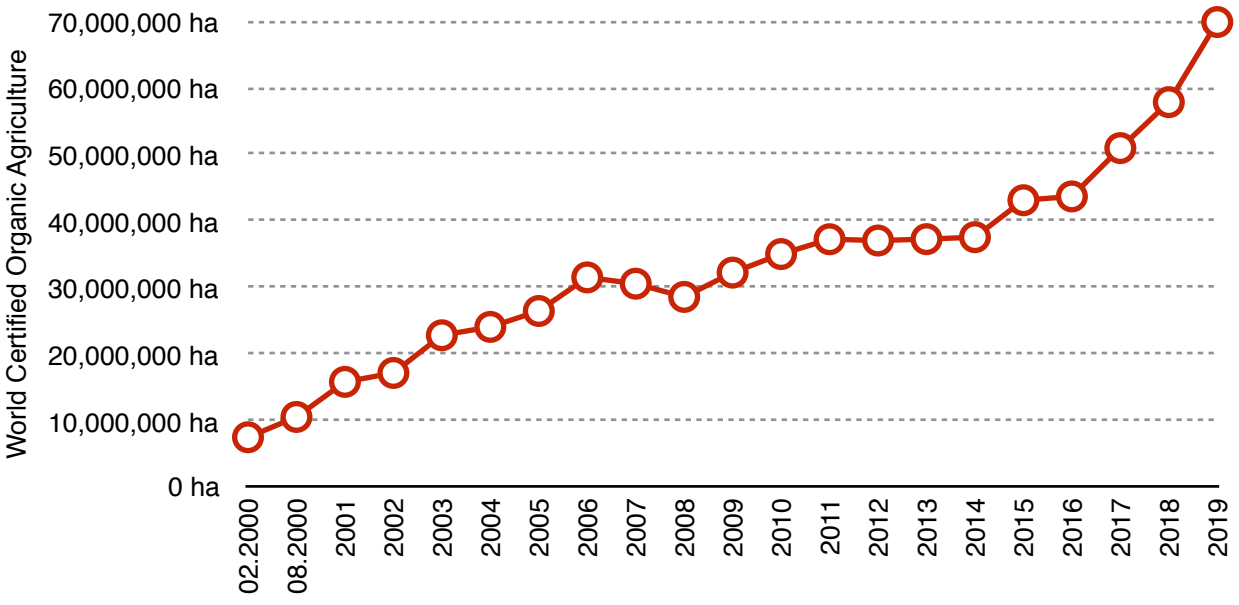


Figure 11: Global organic agriculture has been growing at 12% per annum for the past two decades (year reported) (author's graph; data sources: Willer & Yussefi, 2000 to Willer & Lernoud, 2019).

Finding 11: Australia is the world leader in organic agriculture and accounts for 51% of the world's certified organic hectares. This is a great agricultural and economic success story. GMOs put organics at existential and economic risk.

Australian Organic Agriculture is growing at 22% per annum

In Australia, organic agriculture has been growing at 22% per annum (compounding) for the past five years (Figure 12). It is a great success story. World demand for organics continues to grow and the demand frequently outstrips supply.

China, Russia and India have recognised the value of producing food that consumers want to buy and for which consumers are willing to pay a premium. China has experienced its 'organic revolution' (Paull, 2007) and is now a major world exporter of organic food. Russia's Vladimir Putin has recognised the massive economic, trade and environmental advantages for Russia in converting to organic and banning GMOs (RT, 2014, 2017a, 2017b). India has one whole state converted to 100% organic and at least another eleven states are looking to replicate this achievement (Paull, 2017).

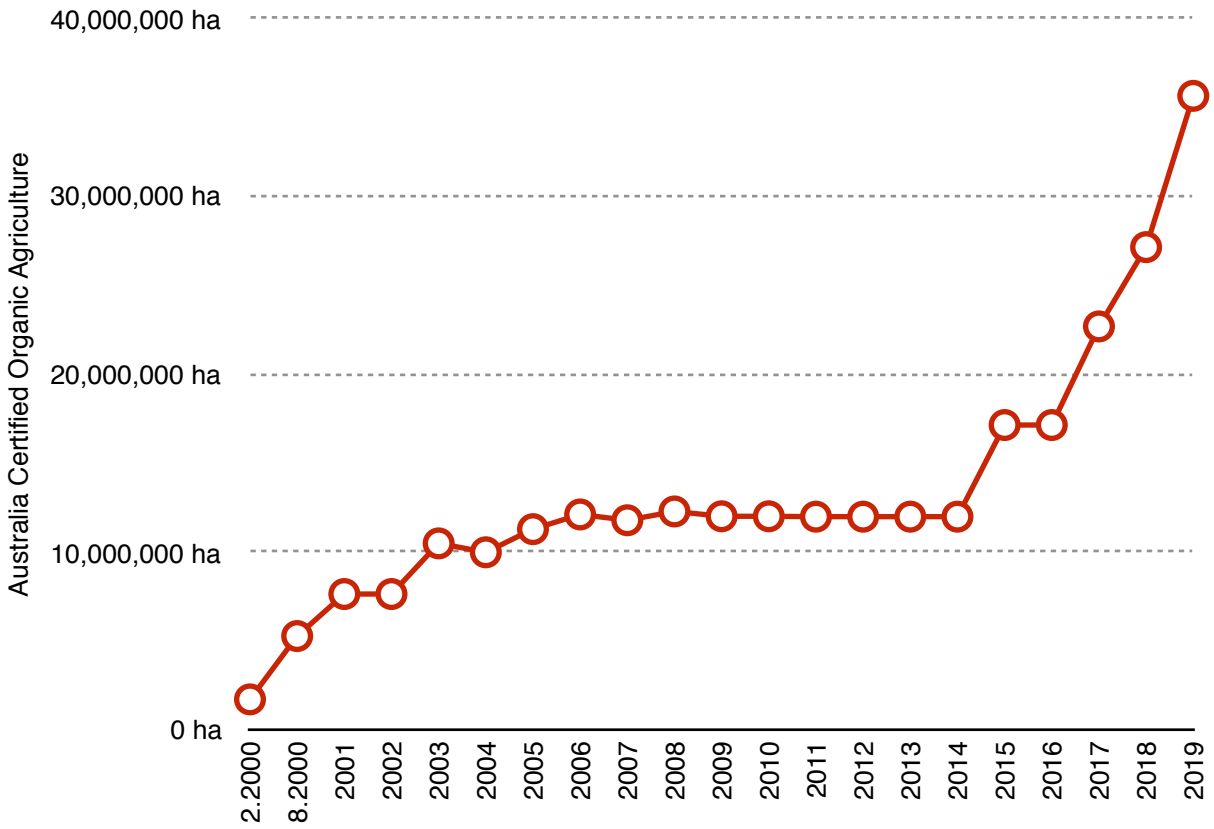


Figure 12: Australia's organic agriculture has been growing at 22% per annum (compounding) for the past five years (year reported) (author's graph; data sources: Willer & Yussefi, 2000 to Willer & Lernoud, 2019).

Finding 12: Organic agriculture in Australia is growing at 22% per annum. This is a great agricultural and economic success story. To allow GMOs to put organics at risk for the sake of something that global consumers do not want would be economic stupidity.

South Australia leads the country in Organic Agriculture

South Australia leads the country in organic agriculture (Paull & Hennig, 2018). Forty percent of Australia's certified organic hectares is located in SA. The map of organics in Australia is dominated by the SA presence (Figure 13).

For the sake of producing some cheap GM canola it would be stupid to put South Australia's organics success story at economic risk.



Figure 13: South Australia accounts for 40% of Australia's organic hectares (Paull & Hennig, 2018).

Finding 13: South Australia leads the country in organic agriculture (based on certified organic hectares). This is a great agricultural and economic success story. Allowing GMOs in SA would put organics at existential and economic risk. That would be economically stupid given that here is a price premium for organic produce and an economic penalty for GMO produce.

No Social Licence for GMOs

The majority (78%) of submissions to the *Independent Review* were in favour of maintaining the GM Moratorium. The *Independent R*eview claims that "Community attitudes to the Moratorium were captured in the 216 submissions" and this is not disputed by the present author.

The conclusion to be drawn is that, on the available evidence, there is no social licence for scrapping SA's existing GM Moratorium. The social licence is for maintaining the present GM Moratorium.

The SA GM Moratorium is consistent with the clean and green and smart image of SA (Figure 14). It would be foolhardy, contentious and socially disruptive to scrap the GM Moratorium, it would create uncertainty for the agriculture and food sector and would precipitate consumer, resident, trade buyer, and visitor push back with the attendant economic forfeits and costs.



Figure 14: South Australia enjoys a clean and green and smart image.

Finding 14: There is no social licence for GMOs. The SA GM Moratorium is consistent with the clean and green and smart image of SA and warrants being maintained for its social, environmental, health, education, trade and economic benefits.

Conclusions and findings

The *Independent Review* fails because it is not 'independent' as it claims but is rather a partisan document apparently constructed to support the pre-existing views of its author, views that have already been expressed over the past two decades and are blindly in favour of genetically modified organism crops (GMOs). The opinion of the present reviewer is that the author of the *Independent Review* ought to have properly stood down for reasons including his vested interest in maintaining and propagating his own long standing pro-GM viewpoints.

The *Independent Review* fails to report that the vast majority (78%) of submissions are strongly in favour of retaining the existing GM Moratorium in SA (the *Independent Review* erroneously claims the contrary result which is inconsistent with its own raw data). This front-end failure of the *Independent Review* casts a cloud over any and all of the claims from thereon, many of which are ambit claims that can not readily (or at all) be checked.

The *Independent Review* fails to evaluate the broad economic and societal impacts of the subject. Instead, the *Independent Review* takes a very narrow and blinkered productionist view. The *Independent Review* fails to acknowledge the fact that consumers of the world do not want GM food. The *Independent Review* glosses over the fact that GM farmers get hit with a price penalty for their GM produce when they take it to market, and so, despite self-serving multi-national hype , economically they start 'behind the eight ball'.

The *Independent Review* makes no attempt to measure the negative economic impacts that scrapping the GM Moratorium would have on the clean and green and smart image of SA. The GM Moratorium is a point of difference for SA, a bragging point for SA, and it is a visible and a tangible validator of SA's claim to being clean and green and smart.

The *Independent Review* is a partisan document which falls short of meeting its brief, and its findings deserve to be questioned, scrutinised and ultimately rejected.

The 14 findings of the present review follow:

Finding 1: The *Independent Review* is not independent at all. The *Independent Review* is written by a vocal and long term advocate of GMOs and GM-crops, and in addition it contains errors of fact from the outset (see Finding 2) and it should be disregarded in its entirety.

Finding 2: The majority (78%) of submissions supported retaining the existing SA GM Moratorium. The *Independent Review* falsely reports the contrary.
Finding 3: Australian supermarkets do not stock GM-foods because they are aware that Australian consumers have rejected such 'frankenfoods'.

Finding 4: South Australia enjoys a clean and green and smart image which is important for tourism, trade, investment, education and migration. The GM Moratorium supports the image of clean and green and smart, and scrapping the GM Moratorium would undermine that image and its economic benefits.

Finding 5: Around the world, there is strong consumer sentiment against GMO food. As a consequence, there are economic price penalties for GM crops and growing what consumers do not want.

Finding 6: There is a price penalty for growing GM crops. The average price penalty for GM canola in WA is 7.2%.

Finding 7: GM agriculture is concentrated in just three countries, USA, Brazil and Argentina. Australia is a very minor player in the world of GM agriculture.

Finding 8: Segregation of GM and non-GM canola has failed in WA. This failure has been glossed over by redefining 'non-GM' as GM-contaminated to an extent not exceeding 0.9%.

Finding 9: GM RR canola is glyphosate dependent. Glyphosate is carcinogenic. More glyphosate means more cancer and that means more health costs for SA. Contaminated beer and wine can have negative economic consequences and damage exports. Glyphosate lawsuits can be an economic drain on the SA economy.

Finding 10: Around the world, there is strong consumer sentiment for organic food (and against GM food). There are economic rewards for growing what is consumers want.

Finding 11: Australia is the world leader in organic agriculture and accounts for 51% of the world's certified organic hectares. This is a great agricultural and economic success story. GMOs put organics at existential and economic risk.

Finding 12: Organic agriculture in Australia is growing at 22% per annum. This is a great agricultural and economic success story. To allow GMOs to put organics at risk for the sake of something that global consumers do not want would be economic stupidity.

Finding 13: South Australia leads the country in organic agriculture (based on certified organic hectares). This is a great agricultural and economic success story. Allowing GMOs in SA would put organics at existential and economic risk. That would be economically stupid given that here is a price premium for organic produce and an economic penalty for GMO produce.

Finding 14: There is no social licence for GMOs. The SA GM Moratorium is consistent with the clean and green and smart image of SA and warrants being maintained for its social, environmental, health, education, trade and economic benefits.

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Dr John Paull
March 2019
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Submission for:
GM Moratorium Report Consultation
GPO Box 1671
Adelaide SA 5001
Email: Minister.Whetstone@sa.gov.au

Skorpos Garage

Elected Member Councillor Bruce Hull

Report Reference: GC200811M02

Motion:

That Council takes whatever necessary measures including robust legal action if necessary, to finally bring about a satisfactory resolution to the unsightly premises and public eyesore commonly known as the Skorpos Service Station 646 Marion Road, Park Holme. That the resolution to this long standing blight on our landscape be comprehensive and not limited to just graffiti removal.

Supporting Information:

Please submit with this motion this quote from Renato Castello Urban Development Editor at the Adelaide Advertiser, Sunday Mail; Titled, SA's Urban Eyesores November 25th 2019

This derelict servo is an unedifying relic of a bygone era when petrol cost less than $1 and 'super' was still on the menu. It was part of the cheap petrol chain by Adelaide's Discount Petrol King Mick Skorpos. The bowsers stopped pumping petrol 13 years ago and nothing has happened on site apart from Mr Skorpos cleaning graffiti at the behest of Marion Council following complaints. Twice it gave him the resources to do the clean-up. In August 2018 the council declared the site a local nuisance under the Local Nuisance and Litter Control Act. Under proposed rezoning plans out for consultation the petrol station would sit within a new employment zone facilitating potential redevelopment of the site for commercial purposes.

Response Received From: Manager Development and Regulatory Services

Corporate Manager N/A

General Manager General Manager City Development - Ilia Houridis

Staff Comments:

- In recent history of the site, during 2016-2019, Council has received and responded to several complaints in regards to the visual appearance and presence of graffiti.
- During this time, Council's Community Safety Team and Planning Enforcement Officer have developed a proactive working relationship with the owners who usually respond promptly to requests to paint over the graffiti.
- Council has not received any complaints about this property so far in 2020.
- From an enforcement perspective, investigations of avenues to deal with this site led Administration to conclude that using the unsightly provisions of the Local Nuisance and Litter Control Act to have the graffiti removed continues to be the only viable option to pursue.
- While the first attachment shows photos published with the news article in 2019, attachment two shows photos taken 3 August 2020. Upon the inspection 3 August, Council staff contacted the owners about the graffiti which has since been removed. Attachment three shows photos taken 5 August 2020.
- While the unsightly nature of the graffiti is being managed by Administration, the future use or redevelopment of this site is a more complex matter.

- A broader approach to vacant or underutilised sites across the City of Marion may yield better strategic outcomes, rather than targeting this particular site.
- Administration has been in conversation with the owner to understand their needs with a view to assisting in the facilitation of an outcome that could result in this site being improved.
- Administration is unaware of any current plans to develop this site, but will continue to work with the owner to progress potential options.

ATTACHMENTS:

#	Attachment	Type
1	Attachment 1 - Skorpos Garage photos circa 2019	PDF File
2	Attachment 2 - photos taken 3 August 2020	PDF File
3	Attachment 3 - Photos taken 5 August 2020	PDF File

ATTACHMENT 1








South Australia
2020-08-03 13:22:56


South Australia
2020-08-03 13:25:51

Attachment 3: Photos taken 5 August 2020.





Vacant / Underutilised Sites

Elected Member Councillor Jason Veliskou

Report Reference: GC200811M03

Motion:

That:

1. **Administration works with Ward Members to identify sites in their ward to be reviewed.**
2. **A report is prepared for Council for discussion at an Elected Member Forum that:**
    - **Outlines an analysis of vacant and underutilised sites across City of Marion; and,**
    - **Provides analysis of options for Council to encourage owners to develop or beautify their sites**
3. **The progress and ongoing monitoring for these sites be included as items with in the respective ward briefing for which they are located.**

Response Received From: Manager Development and Regulatory Services - Warwick Deller-Coombs

Corporate Manager N/A

General Manager General Manager City Development - Ilia Houridis

Staff Comments:

- There are a variety of sites across the City of Marion that are vacant or underutilised.
- Sites become vacant or are underutilised for a variety of reasons.
- Administration are actively involved in many such sites such as the 'Cement Hill' site through the Seacliff Park Development Plan Amendment or the former Hills site through the Edwardstown projects.
- Each site would have a unique set of characteristics along with different potential opportunities for redevelopment or beautification.
- Given staff are actively working on a number of such sites and the work program for 2020 is largely in place, Administration will progress discussions with Ward Councillors across the remainder of 2020, with the report and any works to be considered as part of the 2021 work programme.

CITY OF MARION

QUESTIONS WITH NOTICE

Council Verges - Reported Use of Plastic Grass

Elected Member Councillor Bruce Hull

Report Reference: GC200811Q01

Question:

1. **What action is Council taking in regards to the reported use of plastic grass on Council verges?**

2. **What powers does Council have to uphold the Council's policy to prohibit plastic grass on Council verges?**

Supporting Information:

Nil

Response Received From:

Land Asset Officer / Registered Conveyancer - Heather Carthew

Staff Comments:

Background

From time to time Council is notified by residents of the installation of artificial turf on verges. In January 2019 the Verge Development Guidelines stated that artificial turf was not permitted on the verges.

On 23 April 2019 (GC190423R05) a report was considered by Council in response to a Motion With Notice (GC190312M07) to amend the Streetscape Policy and Verge Guidelines to include the ability for property owners to apply to install artificial turf treatments to Council verges. On 23 April 2019 it was resolved:

1. *Amend the Streetscape Policy and Verge Guidelines to include the ability for property owners to apply to install artificial turf treatments to council verges and that the purchase, installation and maintenance will be at the property owner's cost.*

2. *An appropriate application and acknowledgement form be developed to ensure:*

A. It is the responsibility of the property owner to maintain the treatment; to avoid trip hazards, and that where services are accessed by council or utility providers, council will not be liable for reinstatement, and it will be the property owner's responsibility to reinstate the treatment; and

B. The supplier/manufacturer of the turf material meets a minimum quality standard.

3. *Staff encourage residents to explore natural verge treatments where possible.*

These resolutions were rescinded on 14 May 2019 (GC190514M10) and Council then resolved:

1. *The City of Marion Verge Development Guidelines continue to identify Artificial turf as not permitted for use in Council verges.*

2. *An exemption allowing property owners to install artificial turf treatments to council verges and that the purchase, installation and maintenance will be at the property owner's cost be granted for appropriate applications received (or the application process/expression of interest began and/or received) between 23 April 2019 and 9 May 2019.*

3. *Staff encourage residents to explore natural verge treatments as much as possible.*

Definitions

A **road** extends from property boundary to property boundary and includes the verge, footpath, kerb and the carriageway.

A **verge** is the area between the kerb or made road and the property boundary.

Local Government Act 1999

Section 221 of the Local Government Act 1999 (the Act) states:

221 - Alteration of road

(1) A person (0ther than the council or a person acting under some other statutory authority) must not make an alteration to a public road unless authorised to do so by the council.
Maximum penalty: $5,000

(2) A person makes an alteration to a public road if the person -

(a) alters the construction or arrangement of the road to permit or facilitate access from an adjacent property; or
(b) erects or installs a structure (including pipes, wires, cables, fixtures, fittings and other objects) in, on, across, under or over the road; or
(c) changes or interferes with the construction ,arrangement or materials of the road; or
(d) changes, interferes with or removes a structure (including pipes, wires, cables, fixtures, fittings or other objects) associated with the road; or
(e) plants a tree or other vegetation on the road, interferes with vegetation on the road, or removes vegetation from the road.

(3) An authorisation is not required under this section for an alteration to a road if -

(a) the person who proposes to make the alteration has some other statutory authorisation to make the alteration; or
(b) the purpose of the alteration is to permit vehicular access to and from land adjoining the road and the alteration is approved as part of a development authorisation under the Development Act 1993; or
(c) the alteration is of a kind classified under the regulations as a minor alteration.

Actions taken by Council for removal

Upon Council becoming aware that artificial turf has been laid on the Council verge, an inspection is undertaken to confirm the location and extent. Aerial photographs are used to determine the approximate installation date and the date of the purchase of the property by the current owner is verified through the Land Services Group.

A letter is written to the property owner advising that the turf is to be removed and the area is to be reinstated to the condition it was in prior to installation. The time frame for removal is between two and four weeks. Requests for extensions of time are considered by Administration on a case by case basis.

An inspection is undertaken on the due date.

- if the turf has been removed and the verge has been satisfactorily reinstated, the matter is closed.
- if the turf has not been removed, a second letter is sent.

If further action is required for enforcement, two template letters provided by Council's Solicitors are sent in succession to the owners advising them of Council's rights under the Act and providing them with an opportunity to undertake the removal themselves.

If the property owner refuses to remove the turf, Council has the right under the Act to remove the turf, reinstate the area and claim all costs from the person who installed the turf (Section 234 of the Act). The debt is not a charge against the land and cannot be added to the Rates Notice. A separate tax invoice must be raised by Council. If the property was sold after the installation of the turf, recovery of costs may be difficult if the previous owners cannot be found or refuse to pay.

Legal advice regarding Council's rights and template letters have been provided by Council's Solicitors to ensure that Council follows due process and that the property owners are given sufficient opportunity to undertake the works themselves.

Current Action and Statistics

Between 23 April 2019 and 9 May 2019, three permits for the installation of artificial turf were granted by Council under delegated authority.

Since 9 May 2019, reports have been received from residents of artificial turf on the verges in front of five properties:

- All property owners were contacted with advice to remove and rectify the artificial turf by 31 July 2020.
- All sites have subsequently been inspected.
- One owner responded seeking clarifications, which were provided on 5 August 2020. The owner will be followed up on 10 August. If the verge hasn't been rectified, an escalation letter will be sent, which will indicate inline with the Act, Council's ability to undertake the works and to bill the owner.
- One owner has been in contact with Administration and is working with our Engineering Department to rectify with pavers.
- Two owner's did not respond and have not rectified their verge and will receive escalation letters.
- The final property was sold after the installation date. Therefore, the turf will be removed by Council staff at an estimated cost to Council of $600.

Westfield Marion Area - Residential Parking Scheme Exemptions

Elected Member Councillor Bruce Hull

Report Reference: GC200811Q02

Question:

1. **Why have residents living around the Westfield Marion area been requested to reapply for their Residential Parking Scheme exemptions to be able to park outside their own homes, rather than the automatic renewal that applied up until recently?**

Supporting Information:

Nil.

Response Received From:

Team Leader Community Safety - Luke Manuel

Staff Comments:

All residential parking permits were automatically renewed this year as per usual, however Administration identified that some data was out of date and there are multiple permits issued to properties throughout the city.

There are permits that have been issued to people who have moved out of the City of Marion area and have not returned their permit or have not advised Council that they had. Because of this, multiple permits have been sent to addresses that may not need a permit or already have a permit. As a way to update the information in Council's database and ensure only those people who are current City of Marion residents who need a permit have one,

Administration is conducting a two yearly renewal. Residents need to make a new application for a permit, but there is still no charge for the permit.

Elected Members Code of Conduct During Elections

Elected Member Councillor Bruce Hull

Report Reference: GC200811Q03

Question:

With regards to the Elected Members Code of Conduct, can you confirm that during General and Supplementary Council Elections the Elected Members Code of Conduct applies to all sitting Elected Members (including the Mayor) during the entire election process?

Supporting Information:

Nil

Response Received From:

Unit Manager Governance and Council Support - Jaimie Thwaites

Staff Comments:

Under the *Local Government Act 1999,* a Member of Council's term expires at the conclusion of the next general election held after his or her appointment or election as a member of the council (Section 53). All Council members must observe the code of conduct during their term of office (Section 63).

This means the code of conduct does apply to all sitting members until the conclusion of the election process, and would continue to apply if members were re-elected.

Spinnaker Crescent Reserve

Elected Member Mayor Kris Hanna

Report Reference: GC200811Q04

Question:

What enforcement action is being taken against St Martin De Porres School, or their agents, in response to them covering a large portion of Spinnaker Crescent Reserve with dolomite, without Council permission?

Supporting Information:

Context: to assist with access the school, Council gave permission for a temporary dolomite driveway across the reserve. The School or their agents then went far beyond the permitted area, going on to cover perhaps 40-50% of the reserve with dolomite, without permission.

Response Received From:

Manager City Property - Thuyen Vi-Alternetti

Staff Comments:

Council has contacted the School to discuss the unapproved works undertaken by them on the licensed area and have been advised that after the temporary hard base driveway was constructed, a number of parent's vehicles and machinery to lay the base were bogged at the site It was then identified and decided by the school the need for a hard surface across the entire license area in its current state it was deemed unsafe for parking and access. The school have acknowledged that they should have sought landlord approval prior to commencing further works and are currently seeking retrospective approval for the works carried out.

The license agreement currently in place for 12 months, allows for Council to request that the site be repaired/reinstated, to enforce this will more than likely impact the school's ability to utilise the licensed area for car parking. The car parking for the school is critical to reduce the local traffic congestion during peak periods of school drop off and pick ups. Administration are currently working through the complexities of the situation and will be meeting with the School to discuss this matter and the best options moving forward for the site and the community.

MOTIONS WITHOUT NOTICE

QUESTIONS WITHOUT NOTICE

OTHER BUSINESS

MEETING CLOSURE

Council shall conclude on or before 9.30pm unless there is a specific motion adopted at the meeting to continue beyond that time.