

His Worship the Mayor
Councillors
City of Marion

Notice of General Council Meeting

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 11 April 2023 at 6.30 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.



Tony Harrison
Chief Executive Officer

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1 Open Meeting**2 Kaurna Acknowledgement**

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

3 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.

4 Council Member Declaration of Interest (if any)**5 Confirmation of Minutes****5.1 Confirmation of Minutes of the General Council Meeting held on 28 March 2023**

Report Reference	GC230411R5.1
Originating Officer	Business Support Officer - Governance and Council Support – Cassidy Mitchell
Corporate Manager	Manager Office of the Chief Executive – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

RECOMMENDATION

That the minutes of the General Council Meeting held on 28 March 2023 be taken as read and confirmed.

ATTACHMENTS

1. G C 230328 - General Council Meeting Minutes [5.1.1 - 12 pages]



**Minutes of the General Council Meeting
held on Tuesday, 28 March 2023 at 6.30 pm
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt**



**PRESENT**

His Worship the Mayor Kris Hanna

Councillor Joseph Masika

Councillor Nathan Prior

Councillor Raelene Telfer

Councillor Jayne Hoffmann

Councillor Matt Taylor

Councillor Renuka Lama

Councillor Jana Mates

Councillor Jason Veliskou from 6.33pm

Councillor Amar Singh from 6.33pm

Councillor Sarah Luscombe

Councillor Ian Crossland

In Attendance

Chief Executive Officer - Tony Harrison

General Manager City Development - Tony Lines

Unit Manager Governance and Council Support - Victoria Moritz

Governance Officer - Karrie McCann

1 Open Meeting

The Mayor opened the meeting at 6.30pm.

2 Kurna Acknowledgement

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

3 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.

4 Elected Member Declaration of Interest (if any)

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

The following interests were disclosed:

- Nil

Moved Councillor Telfer

Seconded Councillor Masika



That the following items be moved en bloc:

- 5.1 Confirmation of Minutes of the General Council Meeting held on 14 March 2023,
- 6.1 Elected Member Verbal Communication Report,
- 6.2 Mayoral Communication Report; and
- 6.3 CEO and Executive Communication Reports

Carried Unanimously

5 Confirmation of Minutes

5.1 Confirmation of Minutes of the General Council Meeting held on 14 March 2023

Report Reference GC230328R5.1

Moved Councillor Telfer

Seconded Councillor Masika

That the minutes of the General Council Meeting held on 14 March 2023 be taken as read and confirmed.

Carried Unanimously

6 Communications

Nil

6.1 Elected Member Verbal Communications

In accordance with the *Code of Practice - Procedures at Council Meeting 2017/18* an Elected Member has the right to speak for up to two minutes in the second meeting of Council every second month from February (with the exception of caretaker period).

6.2 Mayoral Communication Report

Report Reference GC230328R6.2

Name of Council Member Mayor - Kris Hanna

Date	Event	Comments
16/2/2023	Pelligra re Ice Rink	
25/2/2023	Community engagement for proposed Cove Community Garden	
25/2/2023	Festival of Many at McLaren Vale and Fleurieu Coast Visitor Centre	
25/2/2023	FOUR3 Street Gallery exhibition at Graham West garage premises	
27/2/2023	Marion Mall Walkers 22 nd Birthday Breakfast	

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27/2/2023	262 Sturt Road Precinct planning workshop	
2/3/2023	RAA Charge launch at Marion Holiday Park	
5/3/2023	Women & Girls in Cricket Day at Glandore Oval	
6/3/2023	Interview on Radio Italiana 531am	
7/3/2023	Meeting with Castle Plaza Centre Manager	
8/3/2023	Resilient South Council Member Forum	
10/3/2023	Traditional Shotokan Karate Federation of Australia National Championships	Written welcome included in commemorative magazine
15/3/2023	Attended past volunteer's 90 th birthday	
18/3/2023	Marion Mosque Community Open Day	
18/3/2023	Nepal Festival Adelaide 2023	
In addition, the Mayor has met with residents, MPs and also with the CEO and Council staff regarding various issues.		

Moved Councillor Telfer**Seconded Councillor Masika**

That the Mayoral Communication report be received and noted.

Carried Unanimously

6.3 CEO and Executive Communication Report

Report Reference GC230328R6.3

Date	Activity	Attended By
27 February 2023	SAJC Morphettville Master Plan Development Partner Announcement	Tony Harrison
27 February 2023	Meeting Mayor Kris Hanna, Tony Harrison (City of Marion), Marteine Edwards and Lachlan Monfries (Scentre Group) re future planning and parking	Tony Harrison
28 February 2023	Site Visit SWBMX City of Marion and Onkaparinga Council re SWMBX	Tony Lines
28 February 2023	Meeting Tony Harrison and Jason Irving (Director DEW) re Glenthorne Playground	Tony Harrison

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1 March 2023	Meeting Tony Harrison (City of Marion), Manuel Paul and Steven Paul (Cantor Property) re 935 Marion Road Mitchell Park	Tony Harrison
7 March 2023	City of Marion and Westfield Strategic Planning Workshop	Tony Harrison Tony Lines
7 March 2023	Meeting Tony Lines and Partek Construction and Interiors re SWMBX	Tony Lines
8 March 2023	Meeting City of Marion, Renewal SA and MAB Park Pty Ltd re multi deck car park	Tony Lines
8 March 2023	Quarterly catch-up teams meeting Tony Lines, Adam Luscombe (YMCA) and Matt Taylor	Tony Lines
9 March 2023	Teams meeting Tony Harrison, Hannah Murihead and Merle Zierke (LGIU) re software trial	Tony Harrison
9 March 2023	SA Water Resilient Water Futures Visioning Workshop	Ben Keen
14 March 2023	Meeting Tony Harrison and Peter Tsokas re general catch up	Tony Harrison
14 March 2023	Libraries Board Visit	Tony Harrison Ben Keen
15 March 2023	Meeting City of Marion, Fyfe Pty Ltd and Adelaide Development Company (ADC) re Cove Point Land Division application	Tony Lines
15 March 2023	SRWRA Annual Strategic Workshop	Angela Allison
17 March 2023	RSPCA Sod Turning event	Tony Harrison
17 March 2023	Meeting City of Marion, Renewal SA, MAB Park Pty Ltd and Wilson Parking re multi deck car park	Tony Lines
22 March 2023	Meeting with CAMMS – CoM Account Manager	Angela Allison
23 March 2023	LG Professionals SA CEO Network Forum	Tony Harrison
23 March 2023	State/Local Government Economic Partnership Forum: Civic Reception	Tony Harrison
24 March 2023	State/Local Government Economic Partnership Forum	Tony Harrison
27 March 2023	SRWRA Board meeting	Angela Allison



Moved Councillor Telfer

Seconded Councillor Masika

That the CEO and Executive Communication report be received and noted.

Carried Unanimously

7 Adjourned Items - Nil

8 Deputations - Nil

9 Petitions - Nil

10 Committee Recommendations

6.33pm Councillors Veliskou and Singh entered the meeting.

Moved Councillor Prior

Seconded Councillor Hoffman

That the following items be moved en bloc:

- 10.1 Confirmation of the Minutes of the Planning and Development Committee Meeting held on 7 March 2023; and
- 10.2 Confirmation of the minutes of the Review and Selection Committee Meeting held on 7 March 2023.

Carried Unanimously

10.1 Confirmation of Minutes of the Planning and Development Committee Meeting held on 7 March 2023

Report Reference GC230328R10.1

Councillor Prior declared a general conflict of interest for item 10.1 Confirmation of Minutes of the Planning and Development Committee Meeting held on 7 March 2023, on the grounds that he is a property owner in the area covered by the potential Southern Suburbs code amendment. He dealt with the conflict of interest by remaining in the meeting for the item and voting.

Moved Councillor Prior

Seconded Councillor Hoffman

That Council:

1. Receives and notes the minutes of the Planning and Development Committee meeting held on 7 March 2023.
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Planning and Development Committee.

Carried Unanimously

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10.2 Confirmation of Minutes of the Review and Selection Committee Meeting held on 7 March 2023

Report Reference GC230328R10.2

Moved Councillor Prior

Seconded Councillor Hoffman

That Council:

1. Receives and notes the minutes of the Review and Selection Committee meeting held on 7 March 2023.
2. Notes that separate reports will be brought to Council for consideration of any recommendations from the Review and Selection Committee.

Carried Unanimously

11 Confidential Items

Moved Councillor Telfer

Seconded Councillor Taylor

That the following items be moved en bloc:

- 11.1 Cover Report - Confirmation of Minutes of the Confidential Planning and Development Committee Meeting held on 7 March 2023,
- 11.2 Cover Report - Confirmation of Minutes of the Confidential Review and Selection Committee Meeting held on 7 March 2023,
- 11.3 Cover Report - Cover Report - Marino Community Hall - Approval to Release for Tender; and
- 11.4 Cover Report - Cove Netball and Lower Oval - Approval to Release for Tender.

Carried Unanimously

The Mayor sought and was granted leave of the meeting to vary the order of the agenda, postponing Confidential items, 11.1, 11.2, 11.3, and 11.4 to be heard following item 19. Other Business.

12 Corporate Reports for Decision

12.1 Fleet Transition Plan

Report Reference GC230328R12.1

Moved Councillor Crossland

Seconded Councillor Taylor

That formal meeting procedures are suspended to discuss item 12.1 Fleet Transition Plan.

Carried

7.27pm Formal meeting procedures suspended.

7.53pm Formal meeting procedures resumed.

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**Moved Councillor Masika****Seconded Councillor Singh**

That item 12.1 Fleet Transition Plan be adjourned until the General Council Meeting to be held on 23 June 2023 to allow for additional information to be provided on:

- Available technology to support the project
- Grant funding opportunities (including what conditions need to be satisfied to obtain potential grant funding)

Carried

12.2 National Reconciliation Week free community event funding

Report Reference GC230328R12.2

Moved Councillor Lama**Seconded Councillor Crossland**

That Council:

1. Notes the details of the free National Reconciliation Week event proposed by Southern Cultural Immersion at the Living Kaurna Cultural Centre (LKCC) for May/June 2023.
2. Provides funding of \$13,450 (ex GST) to Southern Cultural Immersion to deliver this event.
3. Notes Southern Cultural Immersion will be required to complete a City of Marion grant process, including a Council grant agreement and acquittal process, relating to the expenditure of these funds.
4. Considers future support of National Reconciliation Week actions and deliverables, including this type of event, as part of the new Reconciliation Action Plan 2023-2025, at a Council Member Forum in April 2023.

Carried Unanimously

13 Corporate Reports for Information/Noting - Nil

14 Workshop / Presentation Items - Nil

15 Motions With Notice

7.55pm Councillor Prior left the meeting

7.59pm Councillor Prior re - entered the meeting

15.1 Lonsdale Highway

Report Reference GC230328M15.1

Moved Councillor Luscombe**Seconded Councillor Lama**

Either the Mayor or the CEO write a letter to Minister Koutsantonis to enquire about what could be

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explored from a state government perspective to help Hallett Cove residents living along the side of Lonsdale Hwy between Barramundi Drive and Ramrod Rd address the issues of noise, pollution and possible safety issues that they report they are subject to as a result of living so close to the highway.

Lost

15.2 Soft Plastics

Report Reference GC230328M15.2

Moved Councillor Luscombe

Seconded Councillor Telfer

That a report is prepared investigating and exploring options regarding how the City of Marion could support the recycling of soft plastics.

Carried Unanimously

16 Questions With Notice - Nil

17 Motions Without Notice - Nil

18 Questions Without Notice - Nil

19 Other Business – Nil

11 Confidential Items

11.1 Cover Report - Confirmation of Minutes of the Confidential Planning and Development Committee Meeting held on 7 March 2023

Report Reference GC230328F11.1

Moved Councillor Telfer

Seconded Councillor Taylor

That pursuant to Section 90(2) and (3)(g)(h) and (m) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager Corporate Services, General Manager City Services, Manager Office of the CEO, Manager Development and Regulatory Services, Team Leader Planning, Senior Policy Planner, Unit Manager Governance and Council Support and Governance Officer be excluded from the meeting as the Council receives and considers information relating to Confirmation of Minutes of the Confidential Planning and Development Committee Meeting held on 7 March 2023, 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 a development application, legal advice, planning policy matters as well as Aboriginal Heritage considerations.

Carried Unanimously

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8.12pm the meeting went into confidence

Moved Councillor Prior

Seconded Councillor Crossland

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

Carried Unanimously

8.12pm the meeting came out of confidence

11.2 Cover Report - Confirmation of Minutes of the Confidential Review and Selection Committee Meeting held on 7 March 2023

Report Reference GC230328F11.2

Moved Councillor Telfer

Seconded Councillor Taylor

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: Chief Executive Officer, General Manager City Services, General Manager City Development, General Manager Corporate Services, Chief Financial Officer, Manager Office of the Chief Executive, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Council receives and considers information relating to Confirmation of Minutes of the Confidential Review and Selection Committee Meeting held on 7 March 2023, 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 personal information of City of Marion staff.

Carried Unanimously

8.13pm the meeting went into confidence

Moved Councillor Prior

Seconded Councillor Crossland

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Council orders that any appendices arising from this report, Confirmation of Minutes of the Confidential Review and Selection Committee Meeting held on 7 March 2023, 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 2023.



Carried Unanimously

8.14pm the meeting came out of confidence

11.3 Cover Report - Marino Community Hall - Approval to Release for Tender

Report Reference GC230328F11.3

Moved Councillor Telfer

Seconded Councillor Taylor

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Chief Financial Officer, Manager Office of the Chief Executive, Manager Strategic Procurement, Unit Manager Governance and Council Support, Governance Officer, Manager City Activation and Project Manager – Architect, be excluded from the meeting as the Council receives and considers information relating to Marino Community Hall Approval to Release for 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 commercial information including financial figures and concept designs.

Carried Unanimously

8.14pm the meeting went into confidence

Moved Councillor Crossland

Seconded Councillor Luscombe

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

Carried Unanimously

8.19pm the meeting came out of confidence

11.4 Cover Report - Cove Netball and Lower Oval - Approval to Release for Tender

Report Reference GC230328F11.4

Moved Councillor Telfer

Seconded Councillor Taylor

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Council orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Chief Financial Officer, Manager City Activation, Project Design Advisor, Project Manager Construction, Manager Office of the Chief Executive, Chief Financial Officer, Manager Strategic Procurement, Unit Manager Governance and Council Support and Governance Officer, be excluded



from the meeting as the Council receives and considers information relating to Cove Netball and Lower Oval – Notification of Release for Tender, 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 matters that may impact commercial contract negotiations.

Carried Unanimously

8.19pm the meeting went into confidence

Moved Councillor Mates

Seconded Councillor Crossland

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

Carried Unanimously

8.19pm the meeting came out of confidence

20 Meeting Closure

The meeting was declared closed at 8.19pm.

CONFIRMED THIS 11 DAY OF APRIL 2023

CHAIRPERSON

6 Adjourned Items - Nil**7 Deputations****7.1 Deputation - Stray Cats**

Report Reference	GC230411D7.1
Originating Officer	Executive Assistant to the Mayor – Leanne Mitchell-Williams
Corporate Manager	Manager Office of the CEO – Kate McKenzie
General Manager	Chief Executive Officer – Tony Harrison

SPEAKER

Ms Aleksandra Berndt

ORGANISATION

Resident

COMMENTS

Ms Aleksandra Berndt has requested to make a deputation to Council on behalf of the residents of Clovelly Park regarding the increase of stray cats.

ATTACHMENTS

Nil

8 Petitions - Nil

9 Committee Recommendations - Nil

10 Confidential Items - Nil

11 Corporate Reports for Decision

11.1 Youth Collective Committee Annual Report April 2023

Report Reference	GC230411R11.1
Originating Officer	Team Leader Vibrant Communities – Jacqui Clark
Corporate Manager	Manager Community Connections - Merran Fyfe
General Manager	General Manager City Services - Ben Keen

REPORT OBJECTIVE

This report provides Council with an annual update on the Youth Collective Committee's (YCC) operations and achievements from March 2022 through to March 2023. The report also presents options for Council to consider regarding the future of the YCC beyond 30 June 2023.

REPORT HISTORY

Report Reference	Report Title
GC190924R07	Youth Engagement and Consultation Report
SGC191125M03	Rescission Motion – Youth Engagement and Consultation Report
GC210427R12	Youth Collective Committee (YCC) Update
EMF220329R1.1	Youth Collective Committee Annual Report
GC220510R12.2	Youth Collective Committee Annual Report 2021-22
EMF230321R1.2	Youth Collective Committee Annual Report March 2023

EXECUTIVE SUMMARY

The Committee consists of twelve young people who reside in the City of Marion, aged 12 – 25 years, working towards the YCC goals set by the collective and underpinned by the:

- City of Marion Youth Engagement and Consultation Report 2019-2023.
- City of Marion Safe Space Project Report 2022-2026.
- Responses received throughout consultation for the 4 Year Business Plan youth submission.
- CoM Youth Engagement and Consultation Report 2023-2027 (currently in draft).

This report summarises the 2022-2023 activities and operations, as outlined in the City of Marion Youth Collective Committee Annual Report March 2023 (Attachment 1).

Currently the YCC is coordinated by a 0.4 FTE (YCC Officer) until 30 June 2023. It is recommended that the allocated FTE be maintained or increased to 0.6FTE to continue with its success and build on the opportunities relevant to young people in the City of Marion.

RECOMMENDATION

That Council:

1. **Notes the City of Marion Youth Collective Committee Annual Report March 2023, included as Attachment 1.**
2. **Endorses the Youth Collective Committee to operate on an ongoing basis.**
3. **Requests an annual report of the Youth Collective Committee to be presented to Council in March each year.**

Option 1:

4. **Endorses a 0.6 FTE coordinator for the Youth Collective Committee at a cost of \$64,568.22 per annum (includes all on costs).**

OR

Option 2:

4. **Endorses a 0.4 FTE coordinator for the Youth Collective Committee at a cost of \$43,045.48 per annum (includes all on costs).**

BACKGROUND

In 2019, the City of Marion engaged in a city-wide consultation with young people which informed the City of Marion Youth Engagement and Consultation Report (YEC 2019-2023) presented to Council in September 2019 (GC190924R07). One of the key findings identified was that young people wanted to be involved in issues that affect them and to have a voice within Council.

At the 25 November 2019 Special General Council meeting (SGC191125M03), it was resolved that Council:

3. Endorses an 18-month trial of a Youth Collective Committee from January 2020 to June 2021, to be coordinated by a 0.3 FTE employed on a contract basis.

A progress report of the Youth Collective Committee was presented to Council in April 2021 (GC210427R12) where it was resolved that Council:

2. Endorses the Youth Collective Committee continuing from July 2021 to June 2023 (Two Years), including a 0.4 FTE coordinator on a contract basis at a cost of \$35,647 per annum.

YCC Structure and Purpose

The YCC committee members are appointed for a one-year term and the 2023 YCC consists of twelve young people who reside in the City of Marion.

The prospective YCC members are selected by a panel consisting of the Youth Partnerships Officer, Projects & Partnerships Team Leader, with shortlisting occurred in consultation with the Mayor and the Unit Manager Community Wellbeing. Interviews are then conducted to finalise committee members.

The YCC operations are currently funded through the Projects and Partnerships team budget and the contribution to the YCC varies as to planned activities and events throughout the year.

The YCC utilises a youth led structure, creating the vision and goals for their committee term.

YCC Vision

"We aim to work with teams and departments across the Council on issues, topics and concerns that are important to our young people. Our vision is to work on issues such as safety and security, mental health, the environment, arts and music, education and technology relevant to young people"

in our Council area. We also work to provide a unique perspective on Council issues, whilst also gaining important skills, learning about local government and youth specific issues.”

By providing an opportunity to genuinely engage young people with meaningful and relevant participation, the YCC has enabled its members the opportunity to develop skills, gain confidence and become representatives and contributors to their community.

The Committee has provided support in a safe environment for our young people to voice their ideas and bring those ideas to fruition either in partnership with the community, Council, businesses, and organisations, or implemented as a team.

The YCC utilises an asset-based community development approach and a collective impact approach. An asset-based approach focuses on what is successful in the community, where passion already lies and building on it. A collective impact approach is a collaboration framework that engages across sectors and groups who share a common interest to address a social issue within a community.

YCC Activities

A full report on 2022-23 activities and operations is included in the City of Marion YCC Annual Report, March 2023 (Attachment 1).

A snapshot of YCC in 2022

- Members were upskilled in leading consultation sessions for the Voice It! Campaign which informed the 4YBP and CoM's Youth Engagement and Consultation Report 2023-2027.
- Developed, authored, and launched the CoM Safe Space Project 2022-26 report, highlighting emotional safety and wellbeing in partnership with the Commissioner for Children and Young People.
- Won the Parks and Leisure Australia SA/NT Major Event of the Year for the Local Battle of the Bands, placing second in the National Division.
- Awarded Highly Commended for the Esports Tournament and Battle of the Bands, in partnership with Holdfast Bay, for LG Professionals Excellence in Cross Council Collaboration.
- Participated in opportunities to represent CoM's young people through their voice to Federal and State politicians.
- Members were present at several community engagement consultations including the Marion 100 and the Resilient South Youth Environment Forum.
- Collaborated across Council on an environmental initiative.
- Assisted in organising several youth events to offer the community, including SkateDaze, and the opening of the Capella Skate Park.
- Members participated in consultation with the Open Space team for design feedback including the Capella Skate Park and Reserve, Hugh Johnson Boulevard and the BMX Facility projects.
- YCC Officer and members were engaged by the Library and Community Centres to inform youth engagement practices and program development.

- Finalists for the 7News SA Young Achievers Connecting Communities and Creating Change awards (winners to be announced May 2023).

A snapshot of YCC in 2023 (to date)

The new 2023 YCC, selected in December 2022, consists of four returning and eight new members. Members met for the first time in January of 2023 and had an all-day planning day in February.

Council appointed Councillor Luscombe as the Youth Collective Committee Elected Member Liaison to continue the strong relationship, communication and visibility between Council and the YCC. A report following each YCC meeting is provided to the Council Liaison and there is an ongoing invitation to attend YCC meetings.

The 2023 Committee aims to work on existing projects and develop several new projects including:

- Youth Week events (e.g., art exhibition in Council Chambers).
- Environment Project culminating in a project report.
- City of Marion 2023-2027 Youth Engagement and Consultation Report (collation and launch).
- Battle of the Bands large scale festival held in collaboration with Holdfast Bay Council.
- Menstruation Matters - Period Products Pilot Project.

Future

Following its growth and success, it is recommended that the YCC continues beyond 30 June 2023 on an ongoing basis.

As the YCC's reputation, skills and expectations increase, so do its potential outcomes in both scale and quantity. The demand from the City of Marion's young people to be involved with the YCC has also continued to grow in addition to requests and expectations from different departments, Council and external organisations to work with the Committee. The Committee members themselves are all volunteers.

As a result of the YCC's expanding scope and commitment of the YCC Officer, an increasing amount of personal time has been contributed to ensure opportunities for the YCC continue, however this is not sustainable and there will be a focus in 2023 to ensure this is better balanced and aligned to the allocated FTE.

Continuing to resource the YCC at 0.4FTE will restrict growth and opportunities for our youth demographic, which totals nearly 16% of the population. Increasing the role by 0.2FTE (an additional 1 day per week) better supports the size of the YCC, expectations from staff and Council as to how this group will work within the community, allows time to fulfil core functions and enables future growth in line with YCC vision. A 0.2FTE increase equates to an additional annual investment of \$21,522.74 per annum (including oncosts) compared to the current investment.

Coordination and delivery of tasks and functions

- Administration: The YCC meets fortnightly which requires coordination of agendas, minutes, catering, facilitating, and attending meetings.
- Communication: Current communication requirements include fortnightly liaison reports, Elected Member quarterly updates, EM Forum and Annual GCM reports. The YCC also maintains a bi-monthly external e-newsletter and an Instagram page.
- Internal engagement; as the YCC becomes embedded and known within Council, expectations are increasing regarding working with this group to obtain genuine youth perspectives, feedback, and support. This includes requests to participate, engage in and/or attend CoM civic events, opening events, open space consultations, Marion 100 and conduct consultation for

strategy and policy development (e.g., CoM 4YBP, CoM Youth Engagement and Consultation Report 2023-2027).

- **External Collaboration and Partnerships:** Opportunities for collaboration and partnership include representation at Youth Sector Networks, Cross Council Collaboration with other Youth Committees, Youth Affairs Council South Australia, the Commissioner for Children and Young People's (CCYP) projects and Department of Human Services in the development of the State Youth Policy. Several of the members also sit on external committees such as the Ministers Youth Advisory Committee (Nat Cooke MP), CCYP's State Student Representative Council, Headspace's youth reference group and the Enabled Youth Disability Network.
- **Mentoring:** Supporting the YCC as a collective. Investing in the members' skill development individually and aligning passion to projects has proven to be a successful methodology. The number of YCC Committee members has increased from eight to twelve members. Other young people engaging with the committee has also increased significantly from when it was launched in 2020 and is a positive outcome that requires fostering and support post establishing a successful youth body.
- **Relationship building** between the YCC Officer, and the collective allows for best practice outcomes. A diverse representation of young people also requires a specialised approach.
- **Project Management:** The YCC has delivered several large-scale events and several smaller projects. Without an increase in FTE, projects and event delivery may be limited and there would be limited capacity to address additional priorities or unexpected opportunities that become available into the future.

Options	Opportunities	Barriers
Option 1 – Increase the resourcing to 0.6 FTE (3 days per week)	<ul style="list-style-type: none"> • Continue, progress, and meet the increase in current projects and activities being actioned by the YCC. • Meet demands within Council and external collaborations. • Address future planning and opportunities as highlighted in Attachment 1 and introduce new events, activities, and projects relevant to young people e.g. <ul style="list-style-type: none"> ○ A large-scale battle of bands festival in collaboration with Holdfast Bay Council. ○ Period Products pilot project. • More likely to attract a greater pool of quality candidates and recruit a high-quality resource. • Increased ability to provide personal skill development. 	<ul style="list-style-type: none"> • Will still require prioritising time and ensuring activities are youth led with support from the YCC Officer and broader Council. • Increase cost to council

	<ul style="list-style-type: none"> • More closely aligns FTE with increased expectations on the YCC. 	
Option 2 – Status Quo resourcing of 0.4 FTE (2 days per week)	<ul style="list-style-type: none"> • Continue with the Status Quo – young people will continue to receive a commitment from Council. 	<ul style="list-style-type: none"> • No opportunity for growth or the expansion of new ideas (priority will be given to administration support, communication requirements and coordination / attendance at YCC fortnightly meetings). • Limits the City of Marion's investment in our young people and minimises the recognition of their efforts to implement and grow the YCC. • Limits the opportunity for collaborations and partnerships internally and externally that would benefit CoM's young demographic.

ATTACHMENTS

1. City of Marion Youth Collective Committee Annual Report March 2023 [11.1.1 - 13 pages]

CITY OF MARION

**YOUTH COLLECTIVE
COMMITTEE**

ANNUAL REPORT

► **MARCH 2023**



YOUTH
COLLECTIVE
COMMITTEE

CITY OF
MARION

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BACKGROUND

► In 2019 the City of Marion engaged in a city-wide consultation to inform our Youth Engagement and Consultation Report 2019-2023. One of the key findings was that young people wanted to be involved in issues that affected them and have a voice in Council.

Initiating a Youth Collective Committee was proposed to Council in November of 2019 and was voted for in the affirmative. A role was created at 0.3FTE to coordinate the Collective. The role was increased to 0.4FTE following a Council endorsement.

The Youth Collective Committee (YCC) has been running since July 2020 and there have been two cohorts during this time. The Committee members are appointed for a one-year term following an application process. The YCC then decide on their own structure, vision and goals for their term to be truly youth led.

The YCC is implemented using an asset-based community development approach and a collective impact approach. An asset-based approach focuses on what is successful in the community, where passion already lies and building on it. A collective impact approach is a collaboration framework that engages across sectors and groups who share a common interest to address a social issue within a community.

1. A common social agenda
2. A shared measurement framework
3. A shared plan of action for mutually reinforcing activities
4. Open communication fostering genuine collaboration
5. A backbone organisation with the skills and resources to keep everyone on track.

The YCC has been endorsed and funded until June 2023.

YCC VISION

▮▮ *We aim to work with teams and departments across the Council on issues, topics and concerns that are important to our young people. Our vision is to work on issues such as safety and security, mental health, the environment, arts and music,*

education and technology relevant to young people in our local Council area. We also work to provide a unique perspective on Council issues, whilst also gaining important skills, learning about local government and youth specific issues. ▮▮

FROM THE CHAIR



ZANE LEBLOND, 18

CHAIRPERSON OF THE MARION

YOUTH COLLECTIVE COMMITTEE

Season three of the Marion Youth Collective Committee has already hit the ground running. After the successful implementation of the Safe Space Project Report, record social media growth, and an award-winning event, The Local Battle of the Bands event, our new members feel further motivated to match, and better season two's big achievements.

Through my previous work in managing the YCC's social media, along with a dedicated media team, growth has been phenomenal with a 300% increase in followers (203-824) from mid-2021 to 2022. This has allowed strong engagement with young members of the community via this outlet and in delivering positive benefits to the community. I firmly believe Charlotte Victory, and Ariana Burgos-Garabelli succession to the media role will only continue our successful media branding.

Season two saw successful projects, partnerships and collaborations with multiple organisations, authorities and celebrities from Adelaide. Battle of the Bands event in partnership with the Holdfast Bay Youth Collective Committee unleashed local musical potential and has seen multiple bands gain

stable paid gigs following the event. Our collaboration with Adelaide Influencer Jenna Hudson (@Jennawiththepink) achieved strong media engagement and cemented our iconic media brand. Finally, Anita Chaplin's Safe Space Project Report saw our members upskilled in delivering workshops to local schools, organisations and community members and has now been finalised and launched.

With all these amazing achievements, I can confidently say that season three is aiming to do even better! We are preparing for big projects for South Australia Youth Week (SAYW), the release of our long-awaited youth engagement and consultation report, further consultations with young people from the community via new means. Additionally, we plan to work with other youth collectives from neighbouring Councils, along with youth authorities from South Australia, to continue to empower young people to help their community.

Later this year, the YCC is looking to organise a major youth event in November, aiming to repeat and / or expand on our successes from the Local Battle of the Bands event. This event will aim to increase youth outcomes, generate benefits for young people involved, and further demonstrate the City of Marion's dedication to providing a great space for young people.

The YCC has within its time, made the City of Marion a shining beacon across South Australia in how to support and accommodate young people's ideals and visions. I firmly believe that season three will only continue to demonstrate this and show the positive impact young people of any background, gender or lived experiences, can have when given the opportunity.

2022 YOUTH COLLECTIVE COMMITTEE



► POSITIONS

The 2022 executive consisted of:

- › **CHAIR**
Lachlan van Dyke, 15
- › **VICE CHAIR**
Kirsty Lithgrow, 21
- › **MEDIA OFFICER**
Zane Leblond, 17
- › **VICE MEDIA OFFICERS**
Charlotte Victory, 12
Jacinta Sydenham, 18
- › **ENGAGEMENT OFFICERS**
Allison Lee, 15
Nellie Liemareff, 24
- › **VIBE OFFICER**
James Beaumont, 21
- › **VICE VIBE OFFICER**
Henry Cowan, 12
- › **GRAPHIC DESIGNER/NEWLETTER EDITOR**
Amelia Nichols, 22

2023 YOUTH COLLECTIVE COMMITTEE



The new cohort of the YCC met for the first time in January 2023. The cohort consists of:

- › Zane LeBlond, 18
- › Charlotte Victory, 14
- › Henri Cowan, 13
- › James Beaumont, 20
- › Antony Abbracciavento, 16
- › Arianna Burgos-Garabelli, 14
- › Tess Bennett, 23
- › Sanjay Umakaran, 13
- › Emma Grace Eldhose, 12
- › Jessica Hannah Williams, 21
- › Malisha Charters, 20
- › Art, 17

► ELECTIONS

Following a planning day held in February, the 2023 executive consists of:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> › CHAIR
Zane LeBlond › VICE CHAIR
Emma Eldhose › SECRETARY
Art | <ul style="list-style-type: none"> › MEDIA OFFICERS
Arianna Burgos-Garabelli
Charlotte Victory › ENGAGEMENT OFFICERS
Art
Jessica Williams | <ul style="list-style-type: none"> › VIBE TEAM
Antony Abbracciavento
Henri Cowan
James Beaumont |
|---|---|---|

FOCUS AREAS

The focus areas for the Youth Collective Committee have been determined following community consultation for the City of Marion Youth Engagement and Consultation Report 2023-2027.

► MENTAL HEALTH

► ENVIRONMENT

► ARTS/MUSIC

► EDUCATION/TECHNOLOGY

► YOUTH SPECIFIC EVENTS
(SOCIAL CONNECTION)





PARTNERSHIPS & COLLABORATIONS

The YCC has prioritised partnering with other Councils, organisations and peak bodies to deliver positive outcomes for young people, share resources and expand reach.

► COMMISSIONER FOR CHILDREN & YOUNG PEOPLE SAFE SPACE PROJECT REPORT

In December 2022, the City of Marion's Youth Collective Committee launched the Safe Space Project Report. This report is written by young people for decision makers in the City of Marion and beyond. The Safe Space Project heard from young people in the City of Marion about mental health and wellbeing and what helps them to feel safe. This project was led by the City of Marion Youth Collective Committee and YCC member Anita Chaplain in partnership with the Commissioner for Children and Young People SA.

The Safe Space Project provided insight into how keyed in and knowledgeable young people are about things that affect them and that they have the solutions. The report showcases youth led ideas and informs Council's needs that may be addressed to support youth mental health and wellbeing in the City of Marion. This report assists

in planning programs and initiatives to improve wellbeing outcomes for young people in the City of Marion and beyond. The recommendations from young people are:

- Create systems to mitigate stress by providing more opportunities for young people to engage, access supports and learn about mental health and wellbeing.
- Removing stigma around mental health.
- More resources available that are easier to access.
- Support for family and friends of young people experiencing mental health.
- Equal access and inclusion for all young people in the City of Marion.



PARTNERSHIPS & COLLABORATIONS

► GREEN ADELAIDE & RESILIENT SOUTH ENVIRONMENT PROJECT

The YCC as part of the Southern Youth Environment Crew completed their environment project. The Crew consisted of reference groups from headspace Onkaparinga and Marion (national youth mental health foundation), the City of Marion Youth Collective Committee, the City of Holdfast Bay HoldUp Youth Committee and the Onkaparinga Youth Committee. In July the above committees attended an environmental forum hosted at the Living Kurna Cultural Centre where they heard from the environment officers across Councils to build on what is happening in the environment space. Stefan Caddy-Retalic from Resilient South presented what they're working on in our Council area and engaged in a few fun and informative workshops. This

forum was primarily organised and led by the City of Marion. Following the forum all the committees were encouraged to grow their passion for the environment and develop their own local project.

City of Marion YCC in collaboration with the Relationships Australia Flexible Learning Options wellbeing class, redeveloped green space and planted native plants that benefit the Sturt River ecosystems at the Marion Fitness and Leisure Centre.

Following the success of this partnership young people have been identified as key stakeholders to engage for the Resilient South Regional Action Plan and a youth led Forum was held in December 2022.



PARTNERSHIPS & COLLABORATIONS

► VOICE IT! YOUTH CONSULTATION

The City of Marion launched Voice It in collaboration with Democracy Co (Australia's leading deliberative democracy organisation). Voice It! is an engagement campaign that aims to collate the voices and perspectives of young people within the City of Marion.

The YCC encouraged young people to voice their priorities, passions, experiences and concerns and have used the information gathered to inform the Youth Grants and Partnerships Program, the City of Marion's four-year business plan and how Council will work and collaborate with young people into the future. Having a diverse group of young people consulted across the city was important to the success of this project.

The Youth Collective Committee were upskilled to lead consultation at the Mitchell Park Sports and Community Centre, local schools, events and spaces where young people frequent. Over 1,000 young people were engaged across the City of Marion in 2022. One example of young people's priorities is to provide access to free period products within Council facilities.



PARTNERSHIPS & COLLABORATIONS

► HEADSPACE WELLBEING FORUM

In June 2022, headspace Marion, with support from the City of Marion, led one of their largest wellbeing events for young people attending local secondary schools.

85 students between the ages of 12-17 had the opportunity to connect with youth support organisations from the area. Students learned tips for a healthy headspace and how to build resilience during tough times. They also had the opportunity to engage in a variety of wellbeing activities (including herbal tea brewing and painting seedling pots). The YCC were able to commence gathering feedback for the City of Marion's Youth Engagement and Consultation Report 2023-2027 during the forum.

The Youth Collective Committee attended three meetings to help organise the event alongside the headspace Youth Reference Group and headspace Youth Ambassadors.

► SKATE DAZE EVENT

The YCC helped in the organisation of SKATE DAZE, a youth festival coinciding with the opening of Capella Skate Park, stage two. The day was energetic and filled with live music, skate demos, creative workshops and live art. Live music was performed by local talent and more well known big acts including: Teenage Joans, Pity Lips, Luci, Satin Sun, Baby Teeth.

Skate Daze 2 was a free event run by the YCC and funded by the Youth Grants Program. The event featured workshops, live music, food trucks, skateboarding demonstrations, Parkour demonstrations, BMXing and more. The event was attended by over 1,000 young people throughout the day, it boosted the confidence of the YCC, as they exceeded the event and were able to run extensive consultations.

ENGAGEMENT

► SOCIAL MEDIA

We saw a significant increase in engagement and follower numbers. The YCC Instagram account can be credited for the large number of applications received for the YCC member positions in 2023. The Instagram page is primarily run by the Committee members themselves. This is a unique model compared to other Councils and will continue to grow.

Make sure to give us a like on Instagram @Marionycc



► APPLICATIONS

Over 50 young people applied to be a part of the 2023 cohort of the YCC. The 2023 cohort was selected by panel interviews facilitated by the Youth Partnerships Officer and the Projects and Partnerships Team Leader, with shortlisting including Mayor Kris Hanna and the Unit Manager for Community Wellbeing.

► REPRESENTATION

YCC members have represented the City of Marion in a variety of contexts both internally and externally. Internally members have been present at several Marion 100 community forums, the Marion Cultural Centre's 21st Birthday Celebrations and a visit with Her Excellency the Honourable Frances Adamson AC, Governor of South Australia. Externally YCC members sit on other networks and representative bodies such the Minister's Youth Advisory Committees and have been present at United Nation's youth events held in the City of Marion.

► REPUTATION

Following the success of the YCC's achievements, the Committee's model of engagement has garnered a great reputation within the youth sector. The model has retained engagement consistently while other Council youth committees have struggled, especially during Covid. The model has been widely praised, with one Council reaching out looking to replicate our model. Marion is considered a leader in the field.

► RECOGNITION

In 2022 the YCC received the SA/NT Parks and Leisure Major Event of the Year Award for the Battle of the Bands event held in partnership with Holdfast Bay in 2021. The event placed second in the national division. LG Professional's awarded the YCC 'Highly Commended' for Cross-Council Collaboration for their partnerships with Holdfast Bay in the Battle of Bands and Esports Tournament. In 2022, Vibe Officer James Beaumont won the City of Marion Young Citizen of the Year award and in 2023, YCC Chair, Zane LeBlond won the City of Marion Young Citizen of the Year award.

FUTURE PLANNING

The new cohort of the YCC met for the first time in January 2023 and had an all-day planning day in February.

Depending on capacity, the new cohort aims to work on several existing and a number of new projects such as:

- › Youth week events including an art exhibition in Council Chambers.
- › An Environment Project culminating in a project report.
- › The launch of the City of Marion 2023-2027 Youth Engagement and Consultation Report.
- › A large-scale Battle of the Bands festival held in collaboration with Holdfast Bay Council.
- › Period Products Pilot Project

CHALLENGES

OPPORTUNITIES FOR YOUNG PEOPLE OUTSIDE OF THE YCC

While an amazing problem to have, we received a significant number of applications for the YCC this year, but currently we don't have resources to be able to expand the Committee further. We found that there weren't many other alternative or similar programs to refer them to. This is specifically relevant to those members who reapplied but weren't selected to continue. Similarly, there are many young people who have said they would like to participate, but the time commitment is too significant. We are currently looking into ways to accommodate opportunities for lesser commitment, whilst still being able to participate in YCC activities.

RESOURCING

As the Committee grows and so do its projects in both scale and quantity, staffing continues to be a stretched resource. Factors that may limit the potential projects that the YCC can undertake include: the ability to provide personal skill development, administrative support and project management. Currently the coordination of the YCC is two days a week and includes out of hours commitments.



11.2 Schedule of Delegations - Update to the Local Government Act 1999 and Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014

Report Reference	GC230411R11.2
Originating Officer	Unit Manager Governance and Council Support – Victoria Moritz
Corporate Manager	Manager Office of the Chief Executive - Kate McKenzie
General Manager	Chief Executive Officer - Tony Harrison

REPORT OBJECTIVE

This report provides an update of Councils Schedule of Delegations in line with the Local Government Association (LGA) Framework and recent legislative amendments, to ensure that Council is compliant with the relevant legislation and provides for effective, efficient and appropriate decision making by Council Officers.

REPORT HISTORY

A full review of Council's Schedule of Delegations was undertaken in January 2023:

Report Reference	Report Title
GC230124R12.6	Review of the Schedule of Delegations 2023

EXECUTIVE SUMMARY

This update includes changes arising from the 17 November 2022 commencement of relevant provisions of the *Statutes Amendment (Local Government Review) Act 2021* and includes a proposed updated Instrument of delegation for the *Local Government Act 1999 and Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014*.

RECOMMENDATION

That Council:

- 1) **Hereby revokes its previous delegations to the Chief Executive Officer of those powers and functions delegated on 23rd January 2023 under the following:**
 - a) *Local Government Act 1999*
 - b) *Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014*
- 2) **Resolves to grant the delegation of powers and functions of the Council as provided for in the attached instrument of delegation to this report, relating to the following:**
 - a) *Local Government Act 1999*
 - b) *Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014*
- 3) **Notes that such powers and functions may be further delegated by the Chief Executive Officer in accordance with Sections 44 and 101 of the Local Government At 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 Delegations.**

DISCUSSION

The Council may delegate its statutory powers and functions pursuant to section 44 of the *Local Government Act 1999* and powers of delegation under other legislation.

On 17th March, the LGA released updated resources for the LGA Delegations Framework. The LGA's Delegations Framework is routinely reviewed on a quarterly basis by the LGA's Legal Connect partners, Norman Waterhouse Lawyers.

This update includes changes arising from the 17 November 2022 commencement of relevant provisions of the *Statutes Amendment (Local Government Review) Act 2021*.

An instrument of delegation providing for the delegation of powers and functions by the Council is attached to this report relating to the *Local Government Act 1999* and *Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014* (**Attachment 1**).

The instrument of delegation identifies:

- (a) the statutory power or powers to delegate the powers or functions subject to the instrument of delegation;
- (b) the statutory basis for any power to sub-delegate a delegated power or function;
- (c) the conditions and limitations applying to the exercise of a delegated power or function; and
- (d) in an attached table for each Act or regulation under which a delegation is granted by the instrument of delegation:
 - (i) the delegated power or function; and
 - (ii) the identity of the delegate or delegates in respect of that power or function.

The changes have been highlighted in yellow in the attached Instrument of Delegations and for the purpose of the review, an additional two columns have been added identifying the date of the update and reason for update. These will not be printed in the final delegation document.

If the Council resolves to grant the delegations provided for in the attached instrument of delegation relating to the *Local Government Act 1999* and *Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014*, then delegations will come into operation on 12th April 2023.

If the Council resolves to grant the delegations provided for in the attached instrument of delegation, then previous delegations of the powers and functions subject to the instrument of delegation will be revoked from the date on which the delegations in the attached instrument of delegation come into operation.

ATTACHMENTS

1. Update to Concil Delegations Instrument of Delegation Local Government Act and Road Traffic (Road R [11.2.1 - 38 pages]



Instrument of Council Delegation

City of Marion

Instrument of delegation

1. The City of Marion (**Council**) delegates each function or power of the Council:
 - (a) listed in the attached tables (***Local Government Act 1999 and Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014***) to the delegate or delegates identified in respect of the function or power; and
2. The delegations are granted pursuant to section 44 of the *Local Government Act 1999*.
3. The delegations granted pursuant to:
 - (a) the Local Government Act to the Council's Chief Executive Officer (**CEO**) may be sub-delegated by the Chief Executive Officer in accordance with sections 44(4)(b) and 101 of the Local Government Act, but subject to section 44(3a) of the Local Government Act;
4. If two or more delegates are nominated in respect of a power or function, then each nominated person is granted a delegation and may exercise the power or function independently of any other delegate.
5. The delegations are granted subject to the following conditions and limitations:
 - (a) the delegate must exercise a delegated function or power in accordance with:
 - (i) applicable legislative and other legal requirements; and
 - (ii) due regard to relevant policies and guidelines adopted by the Council;
 - (b) in regard to the following delegations under the Local Government Act:
 - (i) section 133: the power to obtain funds does not extend to imposing rates, borrowing money or obtaining other forms of financial accommodation or fixing or varying fees under sections 188(1)(d) to 188(1)(h) of the Local Government Act;
 - (ii) section 137: the power to expend funds in the performance or discharge of the council's powers, functions or duties in accordance is limited to funds allocated as part of a budget adopted by the council;
 - (iii) section 143(1): the power to write off debts is limited to debts not exceeding \$5,000 in respect of any one debt;
 - (iv) section 188(3): the powers in regard to fees and charges are limited to fees and charges imposed under sections 188(1)(a), 188(1)(b) and 188(1)(c);
6. Each delegation of a power or function granted under this instrument is independent of, and severable from, every other delegation granted under this instrument.

*Instrument of Council Delegation*

7. If a delegation of a power or function under this instrument is determined to be invalid or unlawful, the invalid or unlawful delegation will be deemed to be severed from this instrument and the remaining delegations will continue to operate according to their terms.
8. The delegations provided for in this instrument of delegation will come into operation on the day following the date of the Council resolution being 12th April 2023.
9. Previous delegations granted by the Council of the powers and functions delegated by this instrument are revoked with effect from the date on which the delegations provided for in this instrument come into operation.
10. The delegations granted by this instrument will remain in force until varied or revoked by resolution of the Council.

By resolution of the Council

On: 11th April 2023

Relevant Act	Capacity of council	Statutory provision	Power/function	Delegate (CEO)	Date of Amendment / Addition	Comments
Local Government Act 1999						
Local Government Act 1999	council	section 7(a)	Plan at the local and regional level for the development and future requirements of the council area	No Delegation		
Local Government Act 1999	council	section 7(b)	Provide services and facilities that benefit its area, its ratepayers and residents, and visitors to the council area	No Delegation		
Local Government Act 1999	council	section 7(ba)	Determine appropriate financial contribution to be made by ratepayers to resources of the council	No Delegation		
Local Government Act 1999	council	section 7(c)	Provide for the welfare, well-being and interests of individuals and groups within the council's community	No Delegation		
Local Government Act 1999	council	section 7(d)	Take measures to protect the council area from natural and other hazards and to mitigate the effects of such hazards	No Delegation		
Local Government Act 1999	council	section 7(e)	Manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity	No Delegation		
Local Government Act 1999	council	section 7(f)	Provide infrastructure for the council's community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area)	No Delegation		
Local Government Act 1999	council	section 7(g)	Promote the council area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism	No Delegation		
Local Government Act 1999	council	section 7(h)	Establish or support organisations or programs that benefit people in the council area or local government generally	No Delegation		
Local Government Act 1999	council	section 7(i)	Manage and, if appropriate, develop, public areas vested in, or occupied by, the council	No Delegation		
Local Government Act 1999	council	section 7(j)	Manage, improve and develop resources available to the council	No Delegation		
Local Government Act 1999	council	section 7(k)	Undertake other functions and activities conferred by or under an Act	No Delegation		
Local Government Act 1999	council	section 12(1)	Publish a notice in the Gazette altering the composition of the council or dividing, or redividing, the area of the council into wards, altering the division of the area of the council into wards or abolishing the division of the area of the council into wards	No Delegation		
Local Government Act 1999	council	section 12(2)	Publish a notice in the Gazette changing the council from a municipal council to a district council or vice versa, altering the name of the council or the name of the area of the council, or giving a name to, or altering the name of, a ward	No Delegation		
Local Government Act 1999	council	section 12(3)	Undertake a review under section 12 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 12(4)	Undertake a review under section 12 of the Local Government Act at least once in each relevant period prescribed by the regulations	Chief Executive Officer		

Local Government Act 1999	council	section 12(5)	Initiate the preparation of a representation review report and form the opinion a person is qualified to address the representation and governance issues	Chief Executive Officer		
Local Government Act 1999	council	section 12(7)	Undertake public consultation	Chief Executive Officer		
Local Government Act 1999	council	section 12(11)	Finalise the council report	Chief Executive Officer		
Local Government Act 1999	council	section 12(11a)	Refer the report to Electoral Commissioner	Chief Executive Officer		
Local Government Act 1999	council	section 12(11e)(a)	Take such action as is necessary (including by altering report)	Chief Executive Officer		
Local Government Act 1999	council	section 12(11e)(b)	Comply with requirements of section 12(7)	Chief Executive Officer		
Local Government Act 1999	council	section 12(11e)(c)	Refer the report to the Electoral Commissioner under section 12(12)	Chief Executive Officer		
Local Government Act 1999	council	section 12(12)	Refer report to the Electoral Commissioner	Chief Executive Officer		
Local Government Act 1999	council	section 12(12a)	Include with the report copies of any written submissions if received	Chief Executive Officer		
Local Government Act 1999	council	section 12(15)(b)	Provide for the operation of any proposal recommended in the council's report by notice in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 12(16)(a)	Take action on a report referred back to the council by the Electoral Commissioner	Chief Executive Officer		
Local Government Act 1999	council	section 12(16)(b)	Refer report back to the Electoral Commissioner	Chief Executive Officer		
Local Government Act 1999	council	section 12(17)	Comply with requirements of section 12(7) (unless determine alteration of report is of a minor nature only)	Chief Executive Officer		
Local Government Act 1999	council	section 12(24)	Undertake a review within period specified by the Electoral Commissioner	Chief Executive Officer		
Local Government Act 1999	council	section 13(1)	Publish a notice in the Gazette changing the council from a municipal council to a district council or vice versa, altering the name of the council or the name of the area of the council, or altering the name of a ward	No Delegation		
Local Government Act 1999	council	section 13(2)(a)	Give public notice of the proposal to change the council from a municipal council to a district council or vice versa, alter the name of the council or the name of the area of the council, or alter the name of a ward	Chief Executive Officer		
Local Government Act 1999	council	section 13(2)(b)	Invite written submissions	Chief Executive Officer		
Local Government Act 1999	council	section 13(2)(ba)	Publish a copy of the public notice in a newspaper circulating within the council area	Chief Executive Officer		
Local Government Act 1999	council	section 13(2)(c)	Give any person who makes a written submission in response to an invitation an opportunity to appear personally or by representative before the council or a council committee to be heard on the submission	Chief Executive Officer		
Local Government Act 1999	council	section 28(1)(c)	Refer a proposal for the making of a proclamation under Chapter 3 of the Local Government Act to the South Australian Local Government Grants Commission	Chief Executive Officer		

Local Government Act 1999	council	section 31(2)(b)	Participate in consultation with the South Australian Local Government Grants Commission on the appointment of an investigator	Chief Executive Officer		
Local Government Act 1999	council	section 31(10)(c)	Participate in consultation with the South Australian Local Government Grants Commission on a recommendation that a proposal referred to the Commission not proceed	No Delegation		
Local Government Act 1999	council	section 36(1)(a)	Exercise the legal capacity of a natural person, including entering into contracts or arrangements, suing and being sued and acting in conjunction with another council or authority or person	Chief Executive Officer		
Local Government Act 1999	council	section 36(1)(c)	Do anything necessary, expedient or incidental to performing or discharging the council's functions or duties or achieving the council's objectives	Chief Executive Officer		
Local Government Act 1999	council	section 36(2)	Act outside the council area to the extent necessary or expedient to the performance of the council's functions or in order to provide services to an unincorporated area of the State	Chief Executive Officer		
Local Government Act 1999	council	section 37(b)	Authorise an officer, employee or agent to enter into a contract on behalf of the council	Chief Executive Officer		
Local Government Act 1999	council	section 41(1)	Establish a committee	No Delegation		
Local Government Act 1999	council	section 41(2)	Determine the role of the committee	No Delegation		
Local Government Act 1999	council	section 41(3)	Determine the membership of the committee	No Delegation		
Local Government Act 1999	council	section 41(4)	Appoint a presiding member or make provision for the appointment of a presiding member	No Delegation		
Local Government Act 1999	council	section 41(6)	Appoint the principal member as an ex officio member of the committee	No Delegation		
Local Government Act 1999	council	section 41(8)	Determine the reporting and other accountability requirements applying to a committee	No Delegation		
Local Government Act 1999	council	section 42(3)	Obtain the approval of the Minister to the conferral of corporate status on a council subsidiary	No Delegation		
Local Government Act 1999	council	section 43(3)	Obtain the approval of the Minister to the conferral of corporate status on a regional subsidiary	No Delegation		
Local Government Act 1999	council	section 44(6)	Cause a separate record to be kept of all delegations under section 44 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 44(6a)	Review the delegation in force under section 44 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 45(1)	Nominate a place as the council's principal office	Chief Executive Officer		
Local Government Act 1999	council	section 45(2)	Determine the hours during which the principal office of the council will be open for the transaction of business	No Delegation		

Local Government Act 1999	council	section 45(3)	Consult with the local community regarding the manner, places and times at which the council's offices will be open to the public and any significant changes to these arrangements	Chief Executive Officer		
Local Government Act 1999	council	section 46(1)	Engage in a commercial enterprise or activity in the performance of the council's functions	No Delegation		
Local Government Act 1999	council	section 46(2)(a)	Establish a business in connection with a commercial project	No Delegation		
Local Government Act 1999	council	section 46(2)(b)	Participate in a joint venture, trust, partnership or other similar body in connection with a commercial project	No Delegation		
Local Government Act 1999	council	section 47(2)(b)	Participate in the formation of, or become a member of, a company limited by guarantee established as a national association to promote and advance the interests of an industry in which local government has an interest	Chief Executive Officer		
Local Government Act 1999	council	section 48(aa1)	Develop and maintain prudential management policies, practices and procedures for the assessment of projects	Chief Executive Officer		
Local Government Act 1999	council	section 48(1)	Obtain a report addressing the prudential issues set out in section 48(2)	Chief Executive Officer		
Local Government Act 1999	council	section 48(6)	Take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council)	Chief Executive Officer		
Local Government Act 1999	council	section 49(a1)	Maintain procurement policies, practices and procedures directed towards: (a) obtaining value in the expenditure of public money; (b) providing for ethical and fair treatment of participants; and (c) ensuring probity, accountability and transparency in procurement operations	Chief Executive Officer		
Local Government Act 1999	council	section 49(1)	Prepare and adopt policies on contracts and tenders, including policies on the following: (a) the contracting out of services; (b) competitive tendering and the use of other measures to ensure that services are delivered cost-effectively; (c) the use of local goods and services; and (d) the sale or disposal of land or other assets.	Chief Executive Officer		
Local Government Act 1999	council	section 49(3)	Alter or substitute a policy under section 49 of the Local Government Act	No Delegation		
Local Government Act 1999	council	section 50(1)	Prepare and adopt a public consultation policy	No Delegation		
Local Government Act 1999	council	section 50(5)	Alter or substitute the public consultation policy	No Delegation		
Local Government Act 1999	council	section 50(6)(c)	Prepare a document setting out the council's proposal to adopt a public consultation policy or to alter or substitute a public consultation policy	Chief Executive Officer		
Local Government Act 1999	council	section 50(6)(e)	Publish in a newspaper circulating within the area of the council a notice of the proposal inviting interested persons to make submissions	Chief Executive Officer		

Local Government Act 1999	council	section 50(6)(d)	Consider submissions	Chief Executive Officer		
Local Government Act 1999	council	section 50(7)	Determine that the alteration of a public consultation policy is of minor significance that would attract little (or no) community interest	Chief Executive Officer		
Local Government Act 1999	council	section 50(8)	Provide a copy of a policy of the council under section 50 of the Local Government Act for inspection at the principal office of the council	Chief Executive Officer		
Local Government Act 1999	council	section 50(9)	Provide for the purchase of a copy of a policy of the council under section 50 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 54(1)(d)	Grant a leave of absence from council	No Delegation		
Local Government Act 1999	council	section 54(1)(d)	Remove from office on the ground that the member has been absent from three or more consecutive ordinary meetings of the council	No Delegation		
Local Government Act 1999	council	section 57(6)	Recover amount of a liability incurred in contravention of section 57 of the Local Government Act as a debt from the members of the councils at the time the contract was made or lease was entered	No Delegation		
Local Government Act 1999	council	section 68(3b)	Apply to SACAT for an order disqualifying member of the council from the office of member under the Local Government Act	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 70(a1)	Publish prescribed details contained in the Register	Chief Executive Officer		
Local Government Act 1999	council	section 75F(1)	Prepare and adopt behavioural support policies	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 75F(5)	Alter or substitute a behavioural support policy	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 75F(6)	Undertake public consultation before adopting, altering or substituting a behavioural support policy	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 75F(7)(a)	Review the operation of the behavioural support policies and consider whether to adopt additional behavioural support policies	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 75F(7)(b)	Consider whether to adopt behavioural support policies	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 77(1)	Provide reimbursement of prescribed expenses of a member of council	Chief Executive Officer		
Local Government Act 1999	council	section 80	Take out a policy of insurance insuring every member of the council and a spouse or domestic partner or another person who may be accompanying a member of the councils against the risks associated with the performance or discharge of official functions or duties by members	Chief Executive Officer		
Local Government Act 1999	council	section 80A(1)	Prepare a training and development policy for members	Chief Executive Officer		
Local Government Act 1999	council	section 80A(2b)	Suspend a member from office of member of the council for failure to comply with the prescribed mandatory requirements	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 80A(2e)	Revoke the suspension if satisfied the member has complied with the prescribed mandatory requirements and give public notice of the revocation	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 80A(2f)	Apply to SACAT for an order disqualifying the member from office of member of the council	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 80A(3)	Alter or substitute a training and development policy for members	No Delegation		

Local Government Act 1999	council	section 80B(1)(a)	Suspend a member subject to a relevant interim intervention order from the office of member of the council where person protected by the order is another member	Chief Executive Officer	17-March-2023	
Local Government Act 1999	council	section 80B(3)	Revoke a suspension	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 80B(9)	Apply to SACAT for an order disqualifying the member from the office of member of the council	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 84(3)	Keep notice on public display and continue to publish notice in accordance with section 132(1)(a) of the Local Government Act until completion of meeting	Chief Executive Officer		
Local Government Act 1999	council	section 87(1)	Determine the times and places at which ordinary meetings of a council committee will be held	Chief Executive Officer		
Local Government Act 1999	council	section 88(3)	Keep notice on public display and continue to publish notice in accordance with section 132(1)(a) of the Local Government Act until completion of meeting	Chief Executive Officer		
Local Government Act 1999	council	section 89(1)(b)	Determine procedures to apply to a meeting of a council committee	No Delegation		
Local Government Act 1999	council	section 90A(1)	Hold or arrange for the holding of an information or briefing session to which more than 1 member of the council is invited to attend or be involved in for the purposes of providing information or a briefing	Chief Executive Officer		
Local Government Act 1999	council	section 90A(4)	Order that an information or briefing session be closed to the public	Chief Executive Officer		
Local Government Act 1999	council	section 90A(5)	If an order under section 90A(4) of the Local Government Act is made, to make a record of the matters specified in section 90A(5)	Chief Executive Officer		
Local Government Act 1999	council	section 90A(7)	Comply with the requirements of the regulations regarding the publication of prescribed information	Chief Executive Officer		
Local Government Act 1999	council	section 91(3)	Supply each member of the council with a copy of council or council committee minutes within 5 days of the meeting	Chief Executive Officer		
Local Government Act 1999	council	section 91(9)(c)	Revoke an order made under section 91(7) of the Local Government Act	No Delegation		
Local Government Act 1999	council	section 92(1)	Prepare a code of practice relating to the principles, policies, procedures and practices that the council will apply for the purposes of the operation of Parts 3 and 4 the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 92(2)	Review code of practice	Chief Executive Officer		
Local Government Act 1999	council	section 92(3)	Alter or substitute a new code of practice	No Delegation		
Local Government Act 1999	council	section 92(5)	Undertake public consultation on proposed code, alterations or substitute code	Chief Executive Officer		
Local Government Act 1999	council	section 93(1)	Convene a meeting of electors of the council area or part of the council area	Chief Executive Officer		
Local Government Act 1999	council	section 93(11)	Supply each member of the council with a copy of the minutes of proceedings within 5 days of a meeting of electors	Chief Executive Officer		

Local Government Act 1999	council	section 93(14)	Determine the procedure to be observed to make a nomination for the purposes of sections 93(3)(a)(ii) or 93(3)(b)(ii) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 94(6)	Make submissions to the Minister	No Delegation		
Local Government Act 1999	council	section 94(7)	Comply with a direction of the Minister under section 94(5) of the Local Government Act	No Delegation		
Local Government Act 1999	council	section 97(6)(b)	Determine a person has appropriate qualifications or experience in human resource management	No Delegation		
Local Government Act 1999	council	section 98(3)	Invite applications including by advertising on website and take other action	No Delegation		
Local Government Act 1999	council	section 98(3)	Determine website to advertise invitation for applications	No Delegation		
Local Government Act 1999	council	section 98(4a)(a)	Appoint at least one person to selection panel not being a member or employee	No Delegation		
Local Government Act 1999	council	section 98(7)(b)	Determine a person has appropriate qualifications or experience in human resource management	No Delegation		
Local Government Act 1999	council	section 102A(3)(b)	Determine a person has appropriate qualifications or experience in human resource management	No Delegation		
Local Government Act 1999	council	section 106(2)	Pay contribution to another council	Chief Executive Officer		
Local Government Act 1999	council	section 106(3)	Recover a contribution from another council as a debt	Chief Executive Officer		
Local Government Act 1999	council	section 106(4)	Provide details of the service of an employees or former employee to another council	Chief Executive Officer		
Local Government Act 1999	council	section 106(5)	Hold and apply a contribution under section 106 of the Local Government Act as prescribed by regulation	Chief Executive Officer		
Local Government Act 1999	council	section 111(b)	Declare that an officer or an officer of a class is subject to Division 2, Part 4, Chapter 7 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 120A(1)	Prepare and adopt employee behavioural standards	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 120A(4)	Alter or substitute employee behavioural standards	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 120A(5)	Consult with any registered industrial association that represents interests of employees of councils before adopting, altering or substituting employee behavioural standards	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 120A(6)a)	Review the operation of the employee behavioural standards	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 120A(6)(b)	Consider whether to adopt employee behavioural standards	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 122(1)	Develop a strategic management plan	No Delegation		
Local Government Act 1999	council	section 122(1a)(a)	Develop a long-term financial plan	No Delegation		
Local Government Act 1999	council	section 122(1a)(b)	Develop an infrastructure and asset management plan	Chief Executive Officer		
Local Government Act 1999	council	section 122(1c)	Provide information relating to long-term financial plan and infrastructure and asset management plan to designated authority	Chief Executive Officer		

Local Government Act 1999	council	section 122(1e)	Provide to the designated authority all relevant information on the matters specified in this section in accordance with guidelines determined by designated authority	Chief Executive Officer		
Local Government Act 1999	council	section 122(1h)	Ensure advice provided by designated authority and any response of the Council is published in the Council's annual business plan (draft and adopted) in the relevant financial year and subsequent financial year (until next relevant financial year)	Chief Executive Officer		
Local Government Act 1999	council	section 122(1j)	Provide to the designated authority within time and in manner specified in notice information the designated authority reasonably requires.	Chief Executive Officer		
Local Government Act 1999	council	section 122(4)	Review strategic management plans	No Delegation		
Local Government Act 1999	council	section 122(6)	Adopt a process to ensure that members of the public are given reasonable opportunity to be involved in the development and review of the council's strategic management plans	Chief Executive Officer		
Local Government Act 1999	council	section 123(3)(a)	Prepare a draft annual business plan	Chief Executive Officer		
Local Government Act 1999	council	section 123(3)(b)	Follow relevant steps in the public consultation policy in regard to the draft annual business plan	Chief Executive Officer		
Local Government Act 1999	council	section 123(5)	Ensure that copies of the draft annual business plan are available at the meeting under section 123(4)(a)(i) of the Local Government Act, and for inspection and purchase (at the principal office of the council and on the council's website	Chief Executive Officer		
Local Government Act 1999	council	section 123(5a)	Provide a facility for asking and answering questions and the receipt of submissions on the council's website	Chief Executive Officer		
Local Government Act 1999	council	section 123(9)(a)(i)	Prepare a summary of the annual business plan	Chief Executive Officer		
Local Government Act 1999	council	section 123(9)(a)(ii)	Provide a copy of the summary of the annual business plan to ratepayers	Chief Executive Officer		
Local Government Act 1999	council	section 124(1)(a)	Keep accounting records	Chief Executive Officer		
Local Government Act 1999	council	section 125	Implement and maintain appropriate policies, practices and procedures of internal control	Chief Executive Officer		
Local Government Act 1999	council	section 127(1)	Prepare financial statements, notes and other statement or documents as required by the regulations	Chief Executive Officer		
Local Government Act 1999	council	section 127(3)	Provide statements to auditor	Chief Executive Officer		
Local Government Act 1999	council	section 127(4)	Submit a copy of audited statements to persons or bodies prescribed by the regulations	Chief Executive Officer		
Local Government Act 1999	council	section 127(5)	Provide a copy of audited statements for inspection or purchase at the principal offices of the council	Chief Executive Officer		
Local Government Act 1999	council	section 128(2)	Appoint an auditor on the recommendation of the council's audit committee	No Delegation		

Local Government Act 1999	council	section 128(9)	Provide information prescribed in section 128(9) of the Local Government Act in the council's annual report	Chief Executive Officer		
Local Government Act 1999	council	section 130A(1)	Request auditor or other suitably qualified person to examine a report on any matter relating to financial management, or the efficient and economy with which the council manages or uses its resources to achieve its objectives	Chief Executive Officer		
Local Government Act 1999	council	section 131(1)	Prepare annual report	Chief Executive Officer		
Local Government Act 1999	council	section 131(4)	Provide a copy of the annual report to each council member	Chief Executive Officer		
Local Government Act 1999	council	section 131(5)	Submit a copy of the annual report to the persons or bodies prescribed by regulation	Chief Executive Officer		
Local Government Act 1999	council	section 131(7)	Provide an abridged or summary version of the annual report to electors in the council area.	Chief Executive Officer		
Local Government Act 1999	council	section 131A(1)	Provide to the Minister the material specified in Schedule 4 of the Local Government Act and any other information specified by the Minister	Chief Executive Officer		
Local Government Act 1999	council	section 132(1)(a)	Publish a document referred to in Schedule 5 of the Local Government Act on a website determined by chief executive officer	Chief Executive Officer		
Local Government Act 1999	council	section 132(1)(b)	Provide a printed copy of a document referred to in Schedule 5 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 132(3a)	Publish a document or part of a document on a website determined by the chief executive officer where an order under section 91(7) of the Local Government Act expires or ceases to apply	Chief Executive Officer		
Local Government Act 1999	council	section 132A	Implement and maintain appropriate policies, practices and procedures to ensure compliance with statutory requirements and achievement and maintenance of good public administration	Chief Executive Officer		
Local Government Act 1999	council	section 133	Obtain funds as permitted by the Local Government Act or other Act	Chief Executive Officer		
Local Government Act 1999	council	section 135(1)	Provide security	No Delegation		
Local Government Act 1999	council	section 135(2)(a)	Assign a distinguishing classification to a debenture	No Delegation		
Local Government Act 1999	council	section 135(2)(b)	Appoint a trustee for the debenture holders	No Delegation		
Local Government Act 1999	council	section 137	Expend funds in the performance or discharge of the council's powers, functions or duties under the Local Government Act or other Acts	Chief Executive Officer		
Local Government Act 1999	council	section 139(1)	Invest money under the council's control	Chief Executive Officer		
Local Government Act 1999	council	section 139(5)	Obtain and consider independent and impartial advice regarding the investment of funds	Chief Executive Officer		
Local Government Act 1999	council	section 140	Review performance of investments at least annually	No Delegation		

Local Government Act 1999	council	section 141(1)	Accept a gift	Chief Executive Officer		
Local Government Act 1999	council	section 141(2)	Carry out the terms of a trust applying to a gift	Chief Executive Officer		
Local Government Act 1999	council	section 141(3)	Apply to the Supreme court for an order varying the terms of a trust for which the council is the trustee	Chief Executive Officer		
Local Government Act 1999	council	section 141(4)	Give notice of an application to the Supreme Court by public notice and in such other manner as directed by the Supreme Court	Chief Executive Officer		
Local Government Act 1999	council	section 141(6)	Publish an order of the made by the Supreme Court under section 141(5) of the Local Government Act in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 142(1)	Take out and maintain insurance to cover the council's civil liabilities at least to the extent prescribed by the regulations	Chief Executive Officer		
Local Government Act 1999	council	section 142(3)	Take out membership of the Local Government Association Mutual Liability Scheme	Chief Executive Officer		
Local Government Act 1999	council	section 143(1)	Write off bad debts	Chief Executive Officer		
Local Government Act 1999	council	section 144(1)	Recovery of fees, charges, expenses or other amounts as a debt by action in a court of competent jurisdiction	Chief Executive Officer		
Local Government Act 1999	council	section 144(2)	Provide notice of a fee, charge, expense or other amount relating to something done in respect of a rateable property to the owner or occupier of the property	Chief Executive Officer		

Local Government Act 1999	council	section 144(2)	Recovery of a fee, charge, expense or other amount relating to something done in respect of a rateable property as if the fee, charge, expense or other amount was a rate on the property	Chief Executive Officer		
Local Government Act 1999	council	section 151(5)(d)	Prepare a report on a proposed change to the basis of the rating any land, the valuation of land for the purpose of rating or imposition of rates on land	Chief Executive Officer		
Local Government Act 1999	council	section 151(5)(e)	Follow the relevant steps in the public consultation policy with respect to a proposed change to the basis of the rating any land, the valuation of land for the purpose of rating or imposition of rates on land	Chief Executive Officer		
Local Government Act 1999	council	section 151(8)	Provide copies of the report required by section 151(5)(d) of the Local Government Act at the meeting held under section 151(7)(a)(i) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 156(10)	Extend the time period for lodging an objection	Chief Executive Officer		
Local Government Act 1999	council	section 156(11)	Decide an objection to attribution of a particular use to land	No Delegation		
Local Government Act 1999	council	section 156(12)	Participate in a review of an attribution of a particular use to land by South Australian Civil and Administrative Tribunal	No Delegation		
Local Government Act 1999	council	section 156(14a)(a)	Prepare a report on a proposed change to the differentiating factor in relation to land	Chief Executive Officer		
Local Government Act 1999	council	section 156(14a)(b)	Follow the relevant steps in the public consultation policy with respect to a on a proposed change to the differentiating factor in relation to land	Chief Executive Officer		
Local Government Act 1999	council	section 156(14e)	Provide copies of the report required by section 156(14a)(a) of the Local Government Act at the meeting held under section 156(14d)(a)(i) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 159(1)	Determine the manner and form of an application for a rebate of rates	Chief Executive Officer		
Local Government Act 1999	council	section 159(3)	Grant a rebate of rates	Chief Executive Officer		
Local Government Act 1999	council	section 159(4)	Increase a rebate of rates	Chief Executive Officer		
Local Government Act 1999	council	section 159(10)	Determine that proper cause for a rebate of rates no longer applies	Chief Executive Officer		
Local Government Act 1999	council	section 159(11)	Recover rates, or rates at an increased level, proportionate to the remaining part of the financial year if an entitlement to a rebate of rates no longer applies	Chief Executive Officer		
Local Government Act 1999	council	section 161(1)	Grant a rebate of rates greater than 75% on land used for service delivery or administration by a community service organisation	Chief Executive Officer		
Local Government Act 1999	council	section 165(1)	Grant a rebate of rates greater than 75% on land occupied by a school and being used for educational purposes	Chief Executive Officer		
Local Government Act 1999	council	section 165(2)	Grant a rebate of rates greater than 75% on land being used by a university or university college to provide accommodation and other forms of support on a not-for-profit basis	Chief Executive Officer		

Local Government Act 1999	council	section 166(1)	Grant a rebate of rates or service charges in prescribed circumstances	Chief Executive Officer		
Local Government Act 1999	council	section 166(2)	Attach conditions to the granting of a rebate of rates or service charges under section 166(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 167(1)	Adopt valuations	Chief Executive Officer		
Local Government Act 1999	council	section 167(6)	Publish a notice of the adoption of valuations in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 168(1)	Request the Valuer-General to value land in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 168(2)	Furnish information to the Valuer-General requested information	Chief Executive Officer		
Local Government Act 1999	council	section 168(3)(b)	Enter valuation into the assessment record	Chief Executive Officer		
Local Government Act 1999	council	section 168(3)(c)	Provide notice to the principal ratepayer in respect of land of the valuation of that land	Chief Executive Officer		
Local Government Act 1999	council	section 169(3)(b)	Allow an extension of time in which to object to the valuation of land	Chief Executive Officer		
Local Government Act 1999	council	section 169(5)	Refer an objection to the valuation of land to the valuer who made the valuation with a request to reconsider the valuation	Chief Executive Officer		
Local Government Act 1999	council	section 169(7)	Provide written notice to an objector of the outcome of the objection	Chief Executive Officer		
Local Government Act 1999	council	section 169(10)	Refer request for a review of the valuation of land to the Valuer-General	Chief Executive Officer		
Local Government Act 1999	council	section 169(11)	Make representations to the valuer in regard to the valuation of land which is the subject of the objection	Chief Executive Officer		
Local Government Act 1999	council	section 169(15)	Participate in a review of a valuation of land by South Australian Civil and Administrative Tribunal	Chief Executive Officer		
Local Government Act 1999	council	section 169(16)	Pay the prescribed fee to the Valuer-General	Chief Executive Officer		
Local Government Act 1999	council	section 170	Publish a notice of the declaration of a rate or service charge in the Gazette and a newspaper circulating in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 173(5)	Determine a review of the outcome of a request to alter the assessment record	[delegate must not be CEO as this is a review of CEO decision] Manager Corporate Services		
Local Government Act 1999	council	section 173(6)	Provide written notice of decision on review	[delegate must not be CEO as this is a review of CEO decision] Manager Corporate Services		
Local Government Act 1999	council	section 173(7)	Participate in a review of decision of council	[delegate must not be CEO as this is a review of CEO decision] Manager Corporate Services		
Local Government Act 1999	council	section 174(1)	Provide the assessment record for inspection at the principal offices of the council	Chief Executive Officer		

Local Government Act 1999	council	section 174(2)	Provide for the purchase of an entry in the assessment record	Chief Executive Officer		
Local Government Act 1999	council	section 178(3)	Recover rates as a debt	Chief Executive Officer		
Local Government Act 1999	council	section 178(4)	Provide written notice requiring a lessee or licensee of land to pay rent or other consideration to the council under the lease or licence in satisfaction of the liability for rates	Chief Executive Officer		
Local Government Act 1999	council	section 178(6)	Remit a charge payable under section 178(5) of the Local Government Act in whole or in part	Chief Executive Officer		
Local Government Act 1999	council	section 179(2)	Adopt a valuation of land	Chief Executive Officer		
Local Government Act 1999	council	section 179(5)	Refund rates that have been paid to a principal ratepayer if land ceases to be rateable land	Chief Executive Officer		
Local Government Act 1999	council	section 180(1)	Provide a rates notice to the principal ratepayer	Chief Executive Officer		
Local Government Act 1999	council	section 181(2)	Determine the day on which an instalment of rates falls due	Chief Executive Officer		
Local Government Act 1999	council	section 181(3)	Adjust the months in which instalments of rates are payable	Chief Executive Officer		
Local Government Act 1999	council	section 181(4)(b)	Agree with a principal ratepayer the dates on which instalments of rates are payable	Chief Executive Officer		
Local Government Act 1999	council	section 181(5)	Provide rates notice to principal ratepayer	Chief Executive Officer		
Local Government Act 1999	council	section 181(7a)	Agree with a principal ratepayer to vary the period for the provision of a rates notice	Chief Executive Officer		
Local Government Act 1999	council	section 181(9)	Remit the whole or any part of an amount payable under section 181(8) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 181(11)	Grant discounts or other incentives in relation to the payment of rates	Chief Executive Officer		
Local Government Act 1999	council	section 181(12)(b)	Impose a surcharge or administrative levy not exceeding 1 per cent of the rates payable in a particular financial year with respect to the payment of rates by instalments	Chief Executive Officer		
Local Government Act 1999	council	section 181(13)	Impose different requirements than those under section 181 of the Local Government Act in relation to the payment of separate rates or service rates	Chief Executive Officer		
Local Government Act 1999	council	section 181(15)	Determine that rates of a particular kind will be payable in more than four instalments in a particular financial year	Chief Executive Officer		
Local Government Act 1999	council	section 182(1)(a)	Postpone payment of rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(1)(b)	Remit the whole or part payment of rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(2)(a)	Impose a condition that the ratepayer pay interest on postponed rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(2)(b)	Impose other conditions on the postponement of rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(2)(c)	Revoke a postponement of rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(3)	Postpone the payment of rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(4)	Grant a remission of rates	Chief Executive Officer		
Local Government Act 1999	council	section 182(5)	Require a ratepayer to verify an entitlement to the remission of rates	Chief Executive Officer		

Local Government Act 1999	council	section 182(6)	Revoke a determination under section 182(4) of the Local Government Act to remit rates	Chief Executive Officer		
Local Government Act 1999	council	section 182A(1)	Receive an application for a postponement of the payment of the prescribed proportion of rates for the current or a future financial year	Chief Executive Officer		
Local Government Act 1999	council	section 182A(2)	Determine the manner and form of an application under section 182A(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 182A(3)(a)	Reject an application under section 182A(1) of the Local Government Act in accordance with the regulations	Chief Executive Officer		
Local Government Act 1999	council	section 182A(3)(b)	Impose conditions on the postponement of rates in accordance with the regulations	Chief Executive Officer		
Local Government Act 1999	council	section 183	Apply amount received in respect of rates in manner prescribed by section 183 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 184(1)	Sell land where an amount of rates in respect of the land has been in arrears for more than three years	Chief Executive Officer		
Local Government Act 1999	council	section 184(2)	Send a notice to the principal ratepayer	Chief Executive Officer		
Local Government Act 1999	council	section 184(3)	Send a copy of the notice sent to the principal ratepayer to any other owner of the land, any registered mortgagee, the holder of any caveat over the land and, if the land is held from the Crown under a lease, licence or agreement to purchase, to the Minister who is responsible for the administration of the Crown Lands Act 1929.	Chief Executive Officer		
Local Government Act 1999	council	section 184(4)(a)	Place a copy of the notice sent to the principal ratepayer in a newspaper circulating throughout the State	Chief Executive Officer		
Local Government Act 1999	council	section 184(4)(b)	Leave a copy of the notice sent to the principal ratepayer at a conspicuous place on the land	Chief Executive Officer		
Local Government Act 1999	council	section 184(6)	Set a reserve price for the auction	Chief Executive Officer		
Local Government Act 1999	council	section 184(7)	Seek the consent of the Minister who is responsible for the administration of the Crown Lands Act 1929 to have the land sold by public auction	Chief Executive Officer		
Local Government Act 1999	council	section 184(8)	Advertise an auction to sell land under section 184 of the Local Government Act in a newspaper circulating throughout the State	Chief Executive Officer		
Local Government Act 1999	council	section 184(9)	Call off an auction	Chief Executive Officer		
Local Government Act 1999	council	section 184(10)	Sell land by private contract	Chief Executive Officer		
Local Government Act 1999	council	section 184(11)	Apply money received in respect of the sale of land under section 184 of the Local Government Act as prescribed in section 184(11)	Chief Executive Officer		
Local Government Act 1999	council	section 184(12)	Deal with money under the Unclaimed Money Act 1891	Chief Executive Officer		

Local Government Act 1999	council	section 185(1)	Apply to the Minister who is responsible for the administration of the Crown Lands Act 1929 for an order under section 185 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 186(2)(a)	Repay an amount of overpaid rates	Chief Executive Officer		
Local Government Act 1999	council	section 186(2)(a)	Credit an amount of overpaid rates against future liabilities for rates on the land subject to the overpaid rates	Chief Executive Officer		
Local Government Act 1999	council	section 186(2)(b)	Take action to recover an additional amount in arrears payable on account of an alteration of the valuation or decision	Chief Executive Officer		
Local Government Act 1999	council	section 186(2)(b)	Give notice to recover an additional amount in arrears payable on account of an alteration of the valuation or decision	Chief Executive Officer		
Local Government Act 1999	council	section 186(5)	Refund an amount to a person ceasing to be a ratepayer	Chief Executive Officer		
Local Government Act 1999	council	section 187(1)	Issue a certificate stating the amount of any liability for rates or charges on the land and any amount received on account of rates or charges that is held in credit against future liabilities for rates or charges on the land	Chief Executive Officer		
Local Government Act 1999	council	section 187A(5)(b)	Receive a report from the Ombudsman	Chief Executive Officer		
Local Government Act 1999	council	section 187B(5)	Receive a report from the Ombudsman	Chief Executive Officer		
Local Government Act 1999	council	section 187B(6)	Provide a written response to the Ombudsman and complainant	Chief Executive Officer		
Local Government Act 1999	council	section 187B(7)	Grant a rebate or remission of any rate or service charge, or of any charge, fine or interest	Chief Executive Officer		
Local Government Act 1999	council	section 188(1)(a)	Impose fees and charges for the use of any property or facility owned, controlled, managed or maintained by the council	Chief Executive Officer		
Local Government Act 1999	council	section 188(1)(b)	Impose fees and charges for services supplied to a person at his or her request	Chief Executive Officer		
Local Government Act 1999	council	section 188(1)(c)	Impose fees and charges for carrying out work at a person's request	Chief Executive Officer		
Local Government Act 1999	council	section 188(3)	Provide for: (a) specific fees and charges; (b) maximum fees and charges and minimum fees and charges; (c) annual fees and charges; (d) the imposition of fees or charges according to specified conditions or circumstances; (e) the variation of fees or charges according to specified factors; (f) the reduction, waiver or refund, in whole or in part, of fees or charges.	Chief Executive Officer		
Local Government Act 1999	council	section 188(5)(b)	Fix, vary or revoke fees and charges for the purposes of section 188(1)(a), 188(1)(b) and 188(1)(c) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 188(7)	Take reasonable steps to bring a variation of a fee or charge to the notice of a person who may be affected	Chief Executive Officer		

Local Government Act 1999	council	section 190	Agree to acquire land	Chief Executive Officer		
Local Government Act 1999	council	section 191(1)	Seek the Minister's consent to acquire land compulsorily	Chief Executive Officer		
Local Government Act 1999	council	section 191(1)	Acquire land compulsorily	Chief Executive Officer		
Local Government Act 1999	council	section 191(2)	Acquire land compulsorily	Chief Executive Officer		
Local Government Act 1999	council	section 192(4)	Publish a copy of a resolution under section 192(1) of the Local Government Act in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 193(2)	Follow steps on public consultation policy in respect of a proposal to exclude land from classification as community land	Chief Executive Officer		
Local Government Act 1999	council	section 193(3)	Obtain approval of owner of land to exclude land from classification as community land	Chief Executive Officer		
Local Government Act 1999	council	section 193(6)	Give notice in the Gazette of a resolution to exclude land from classification as community land or to classify land as community land	Chief Executive Officer		
Local Government Act 1999	council	section 194(2)(a)	Prepare and make publicly available a report on a proposal to revoke the classification of community land	Chief Executive Officer		
Local Government Act 1999	council	section 194(2)(b)	Follow steps on public consultation policy in respect of a proposal to revoke the classification of land as community land	Chief Executive Officer		
Local Government Act 1999	council	section 194(3)(a)	Submit the proposal to revoke the classification of land as community land with a report on all submissions made in respect of the proposal to the Minister	Chief Executive Officer		
Local Government Act 1999	council	section 194(4)	Participate in consultation with the Minister	Chief Executive Officer		
Local Government Act 1999	council	section 195(2)	Give notice of the revocation of the classification of land as community land to the Registrar-General	Chief Executive Officer		
Local Government Act 1999	council	section 196(1)	Prepare and adopt a management plan for community land	Chief Executive Officer		
Local Government Act 1999	Adelaide City Council	section 196(1a)	Prepare and adopt a management plan for the Adelaide Park Lands	NA		
Local Government Act 1999	council	section 196(4)	Consult with the owner of land at an appropriate stage in the preparation of a management plan	Chief Executive Officer		
Local Government Act 1999	council	section 197(1)(a)	Make copies of a proposed management plan available or inspection of purchase at the council's principal office	Chief Executive Officer		
Local Government Act 1999	council	section 197(1)(b)	Follow the relevant steps in the council's public consultation policy	Chief Executive Officer		
Local Government Act 1999	council	section 197(3)	Give public notice of the adoption of the management plan	Chief Executive Officer		
Local Government Act 1999	council	section 198(1)	Amend or revoke a management plan	No Delegation		
Local Government Act 1999	council	section 198(2)	Undertake public consultation of a proposal to amend or revoke a management plan	Chief Executive Officer		
Local Government Act 1999	council	section 198(4)	Give public notice of the adoption of a proposal to amend or revoke a management plan	Chief Executive Officer		
Local Government Act 1999	council	section 199	Manage community land in accordance with any relevant management plan	Chief Executive Officer		

Local Government Act 1999	council	section 200(1)	Approve the use of community land for a business purpose	Chief Executive Officer		
Local Government Act 1999	council	section 200(3)	Impose conditions on an approval to use community land for a business purpose	Chief Executive Officer		
Local Government Act 1999	council	section 201(1)	Sell or otherwise dispose of an interest in land	Chief Executive Officer		
Local Government Act 1999	council	section 202(1)	Grant a lease or licence over community land	Chief Executive Officer		
Local Government Act 1999	council	section 202(2)	Follow the relevant steps in the councils public consultation policy in regard to granting a lease or licence relating to community land	Chief Executive Officer		
Local Government Act 1999	council	section 207(1)	Keep a register of community land in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 207(2)(c)	Determine that the register of community land in the council area will consist of a computer record	Chief Executive Officer		
Local Government Act 1999	council	section 208(4)	Cause a copy of a resolution declaring a road or land to be a public road or preserving an easement to be published in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 209(3)	Enter an agreement in regard to the ownership of fixture and equipment installed on a public road	Chief Executive Officer		
Local Government Act 1999	council	section 210(1)	Declare a private road to be a public road	No Delegation		
Local Government Act 1999	council	section 210(2)(a)	Give written notice to the owner of the private road of a proposed declaration	Chief Executive Officer		
Local Government Act 1999	council	section 210(2)(ab)	Give written notice to the holder of a registered interest over the private road of a proposed declaration	Chief Executive Officer		
Local Government Act 1999	council	section 210(2)(b)	Give public notice to the owner of the private road of a proposed declaration	Chief Executive Officer		

Local Government Act 1999	council	section 210(5)	Publish a declaration under section 210 of the Local Government Act in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 210(7)	Furnish a copy of a declaration under section 210 of the Local Government Act to the Registrar-General	Chief Executive Officer		
Local Government Act 1999	council	section 211(1)(a)	Enter an agreement with the Commissioner of Highways or other authority that has the care, control and management of a highway	Chief Executive Officer		
Local Government Act 1999	council	section 211(1)(b)	Act in accordance with a notice issued by the Commissioner of Highways	Chief Executive Officer		
Local Government Act 1999	council	section 212(1)	Carry out roadwork in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 212(1)	Enter an agreement with another council to carry out roadwork in that other council's area	Chief Executive Officer		
Local Government Act 1999	council	section 212(2)	Do anything reasonably necessary for, or incidental to, roadwork	Chief Executive Officer		
Local Government Act 1999	council	section 212(3)(b)	Consult with the Commissioner of Highways	Chief Executive Officer		
Local Government Act 1999	council	section 212(3)(c)(i)	Obtain the agreement of the owner of a private road	Chief Executive Officer		
Local Government Act 1999	council	section 212(3)(c)(ii)	Give notice to the owner of a private road and a reasonable opportunity to make representations on proposed roadwork	Chief Executive Officer		
Local Government Act 1999	council	section 212(3)(c)(iii)	Consider any representations by the owner of a private road on proposed roadwork	Chief Executive Officer		
Local Government Act 1999	council	section 212(3)(d)	Obtain the agreement of the owner of private land	Chief Executive Officer		
Local Government Act 1999	council	section 213(1)	Recover the whole cost or an agreed contribution to the cost of roadworks undertaken by agreement	Chief Executive Officer		
Local Government Act 1999	council	section 213(2)	Recover the cost of roadwork to repair damage to a road from the person who damaged a road or is the owner of infrastructure which damaged the road	Chief Executive Officer		
Local Government Act 1999	council	section 213(3)(a)	Recover the cost of roadwork on private land or a contribution to the cost of the work determined by the council as a debt from the owner of the private	Chief Executive Officer		

Local Government Act 1999	council	section 214(2)(a)	Agree the amount of contribution to roadwork with another council	Chief Executive Officer		
Local Government Act 1999	council	section 214(2)(b)	Seek a determination by a court as to the amount of contribution to roadwork to be paid by another council	Chief Executive Officer		
Local Government Act 1999	council	section 214(3)	Give notice to another council of proposed roadwork and provide reasonable opportunity to that other council to make representations	Chief Executive Officer		
Local Government Act 1999	council	section 215(2)	Carry out roadwork to allow water from a road to drain into adjoining property	Chief Executive Officer		
Local Government Act 1999	council	section 215(4)	Give notice to the owner of land in regard to the proposed action to drain water into the land	Chief Executive Officer		
Local Government Act 1999	council	section 216(1)	Issue an order requiring the owner of private land to carry out specified road work or improve the road	Chief Executive Officer		
Local Government Act 1999	council	section 217(1)	Issue an order requiring the owner of a structure or equipment installed in, on, across, under or over a road to carry out specified road work by way of maintenance or repair or move the structure or equipment to allow the council to carry out roadwork	Chief Executive Officer		
Local Government Act 1999	council	section 217(2)(a)	Take action under an order issued under section 217(1) of the Local Government Act if it is not complied with by the owner of the structure or equipment	Chief Executive Officer		
Local Government Act 1999	council	section 217(2)(a)	Recover the cost of taking action under section 217(2)(a) of the Local Government Act as a debt from the owner of the structure or equipment	Chief Executive Officer		
Local Government Act 1999	council	section 218(1)	Issue an order requiring the owner of land adjoining a road to carry out specified work to construct, remove or repair a crossing place from the road to the land	Chief Executive Officer		

Local Government Act 1999	council	section 219(1)	Assign a name to a public or private road, or to a public place, or change the name of a public or private road, or a public place	Chief Executive Officer		
Local Government Act 1999	council	section 219(1a)	Assign a name to a public road created by land division	Chief Executive Officer		
Local Government Act 1999	council	section 219(2)(a)	Give notice to an adjoining council of a proposed road name change where the road runs into the adjoining council	Chief Executive Officer		
Local Government Act 1999	council	section 219(2)(b)	Consider any representations of an adjoining council in response to a notice under section 219(2)(a) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 219(3)(a)	Notify the Registrar-General, the Surveyor-General and the Valuer-General of the assignment of a road name or change of a road name	Chief Executive Officer		
Local Government Act 1999	council	section 219(3)(b)	Provide information to the Registrar-General, the Surveyor-General and the Valuer-General about the name of roads and public places in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 219(4)	Provide public notice on the assigning or changing of a road name	Chief Executive Officer		
Local Government Act 1999	council	section 219(5)	Prepare and adopt a policy on the assigning of road names	No Delegation		
Local Government Act 1999	council	section 219(6)	Alter or substitute a policy on the assigning of road names	No Delegation		
Local Government Act 1999	council	section 219(7)	Publish notice of adopting or altering a policy on the assigning of road name in the Gazette, in a newspaper circulating within the council area and on a website determined by the chief executive	Chief Executive Officer		
Local Government Act 1999	council	section 220(1)	Adopt a numbering system for buildings and allotments adjoining the road	Chief Executive Officer		
Local Government Act 1999	council	section 220(1a)	Assign a number to all buildings and allotments adjoining a public road	Chief Executive Officer		
Local Government Act 1999	council	section 220(2)	Alter or substitute a new numbering system	No Delegation		
Local Government Act 1999	council	section 220(3)	Give public notice of the adoption, alteration or substitution of a numbering system for a particular road	Chief Executive Officer		
Local Government Act 1999	council	section 220(4)	Notify the Valuer-General of a decision to adopt, alter or substitute of a numbering system	Chief Executive Officer		
Local Government Act 1999	council	section 220(6)	Request the owner of land to ensure that the appropriate number for the owner's building or allotment is displayed in a form directed or approved by the council	Chief Executive Officer		
Local Government Act 1999	council	section 221(1)	Grant an authorisation to alter a public road	Chief Executive Officer		
Local Government Act 1999	council	section 222(1)	Grant a permit authorising the use of a public road for business purposes	Chief Executive Officer		

Local Government Act 1999	council	section 223(1)	Follow the relevant steps in the council's public consultation policy	Chief Executive Officer		
Local Government Act 1999	council	section 223(2)	Give written notice of the proposal to agencies prescribe by regulation	Chief Executive Officer		
Local Government Act 1999	council	section 224(1)	Attach conditions to an authorisation or permit	Chief Executive Officer		
Local Government Act 1999	council	section 224(2)	Comply with any requirements prescribed by the regulations in relation to attaching conditions under section 224(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 225(1)	Cancel an authorisation or permit	Chief Executive Officer		
Local Government Act 1999	council	section 225(2)(a)	Give the holder of an authorisation or permit written notice of the proposed cancellation of the authorisation or permit	Chief Executive Officer		
Local Government Act 1999	council	section 225(2)(b)	Consider any representation by the holder of an authorisation or permit	Chief Executive Officer		
Local Government Act 1999	council	section 225(3)	Determine a shorter period than one month for a response from the holder of an authorisation or permit	Chief Executive Officer		
Local Government Act 1999	council	section 231(1)	Keep a register of public roads in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 232	Plant vegetation on a road	Chief Executive Officer		
Local Government Act 1999	council	section 232	Authorise the planting of vegetation on a road	Chief Executive Officer		
Local Government Act 1999	council	section 233(2)	Take action to recover damages from a person who without the council's permission intentionally or negligently damages a road of structure belonging to the councils associated with a road	Chief Executive Officer		

Local Government Act 1999	council	section 234(1)	Remove and dispose of any structure, object or substance from a road	Chief Executive Officer		
Local Government Act 1999	council	section 234(2)	Recover the cost of acting under section 234(1) from the person who erected, placed or deposited the structure, object or substance on the road	Chief Executive Officer		
Local Government Act 1999	council	section 234(3)	Clear a road of wreckage, objects or material on the road as a result of a vehicle accident	Chief Executive Officer		
Local Government Act 1999	council	section 234(3)	Recover the cost of clearing the road from a driver of a vehicle involved in the accident	Chief Executive Officer		
Local Government Act 1999	council	section 234A(5)	Erect barricades or other traffic control devices as necessary to give effect to a resolution to exclude vehicles from a road or public place	Chief Executive Officer		
Local Government Act 1999	council	section 234A(6)	Give public notice of a resolution under section 234A(1) or 234A(2) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 236(2)	Apply to the court for an order that a person convicted of the offence under section 236(1) of the Local Government Act pay any costs incurred by the council in removing or disposing of the abandoned vehicle	Chief Executive Officer		
Local Government Act 1999	council	section 237(4)(a)	Notify the owner of a vehicle of the removal of the vehicle by written notice	Chief Executive Officer		
Local Government Act 1999	council	section 237(4)(b)	Notify the owner of a vehicle of the removal of the vehicle by public notice published in a newspaper circulating generally within the State	Chief Executive Officer		
Local Government Act 1999	council	section 237(5)	Sell a vehicle by public auction or public tender	Chief Executive Officer		

Local Government Act 1999	council	section 237(6)	Dispose of a vehicle	Chief Executive Officer		
Local Government Act 1999	council	section 237(7)	Apply the proceeds of the sale of a vehicle as prescribed in section 237(7) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 238(3)	Erect a notice regarding access to or use of a particular piece of land under a council by-law in a prominent place or in the immediate vicinity of the land	Chief Executive Officer		
Local Government Act 1999	council	section 242(3)	Notify an applicant in writing of a decision or presumptive decision on an application which is subject to section 242 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 242(4)	Fix a date as the 'relevant date' for the purposes of section 242 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 243(1)	Apply to the Registrar-General for the issue of a certificate of title for land which has vested in fee simple in the council under the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 245(2)	Take reasonable action to respond to a request by the owner or occupier of property adjacent to a road to avert a risk of damage from a tree	Chief Executive Officer		
Local Government Act 1999	council	section 245A(1)	Require a person to enter into an agreement with the council in regard to work under an approval under the Planning, Development and Infrastructure Act 2016 which could cause damage to any local government land (including a road) within the vicinity of the site of the development	Chief Executive Officer		
Local Government Act 1999	council	section 245A(3)	Participate in the hearing of an appeal by a person against the requirements to enter and agreement of the terms or conditions of the agreement	Chief Executive Officer		
Local Government Act 1999	council	section 246(4a)	Publish a notice of a determination under section 246(3)(b) in the Gazette and a newspaper circulating generally in the council area	Chief Executive Officer		
Local Government Act 1999	council	section 246(5)(b)	Fix an expiation fee for alleged offences against the by-laws	No Delegation		
Local Government Act 1999	council	section 249(1)	Make copies of a proposed by-law (and any code, standard or other document proposed to be applied or incorporated by the by-law) available to the public in accordance with section 132(1)	Chief Executive Officer		
Local Government Act 1999	council	section 249(2)	Consider submissions made on a proposed by-law	No Delegation		
Local Government Act 1999	council	section 249(4)	Obtain a certificate signed by a legal practitioner	Chief Executive Officer		
Local Government Act 1999	council	section 249(5)	Publish a by-law in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 249(7)	Publish a notice of making a by-law	Chief Executive Officer		
Local Government Act 1999	council	section 250(5)	Publish a resolution adopting a model by-law in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	section 250(7)	Publish a resolution adopting a model by-law in a newspaper circulating in the council area	Chief Executive Officer		

Local Government Act 1999	council	section 252(1)	Maintain a register of the by-laws made or adopted by the council	Chief Executive Officer		
Local Government Act 1999	council	section 252(5)	Provide for purchase a certified copy of a by-law	Chief Executive Officer		
Local Government Act 1999	council	section 254(1)	Order a person to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(1)	Provide a notice in writing prior to making an order under section 254(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(2)	Serve a copy of a notice under section 255(1) of the Local Government Act on the owner of the land	Chief Executive Officer		
Local Government Act 1999	council	section 255(3)	Consider any representations made in response to a notice under section 255(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(3)(a)	Order a person to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(3)(b)	Order a person to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(3)(c)	Determine not to proceed to make an order to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(7)	Serve an order to do or refrain from doing a thing prescribed in section 254(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 255(8)	Serve a copy of a notice under section 255(1) of the Local Government Act on the owner of the land	Chief Executive Officer		
Local Government Act 1999	council	section 255(11)	Vary an order	Chief Executive Officer		
Local Government Act 1999	council	section 255(12)	Make an order	Chief Executive Officer		
Local Government Act 1999	council	section 256(3)	Participate in a review of an order by the South Australian Civil and administrative Tribunal	Chief Executive Officer		
Local Government Act 1999	council	section 257(1)	Take action required by an order made under section 255 of the Local Government Act	Chief Executive Officer		

Local Government Act 1999	council	section 257(2)	Authorise a person to take action under section 257(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 257(3)	Recover the costs of taking action under section 257(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 257(5)	Provide notice fixing a period in which a person must pay an amount recoverable by the council under section 257 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 257(5)(b)	Impose a charge over land for an unpaid amount recoverable by the council under section 257 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 259(1)	Prepare and adopt policies concerning the operation of Part 2, Chapter 12 of the Local Government Act	No Delegation		
Local Government Act 1999	council	section 259(2)(a)	Prepare a draft policy	Chief Executive Officer		
Local Government Act 1999	council	section 259(2)(b)	Give notice in a newspaper circulating in the council area of the place or places where copies of the draft policy are available for inspection and purchase and invite written submissions	Chief Executive Officer		
Local Government Act 1999	council	section 259(3)	Consider submissions	Chief Executive Officer		
Local Government Act 1999	council	section 259(4)	Amend a policy	Chief Executive Officer		
Local Government Act 1999	council	section 259(5)	Take steps in section 259(2) and 259(3) prior to amending a policy	Chief Executive Officer		
Local Government Act 1999	council	section 260(1)	Appoint an authorised person	Chief Executive Officer		
Local Government Act 1999	council	section 260(2)	Impose conditions or limitations on the appointment of an authorised person	Chief Executive Officer		
Local Government Act 1999	council	section 260(3)	Issue an identity card to an authorised person	Chief Executive Officer		
Local Government Act 1999	council	section 260(5)	Revoke the appointment of an authorised person	Chief Executive Officer		
Local Government Act 1999	council	section 262A(3)	Deal with a complaint in accordance with the council's behavioural management policy	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 262B(1)	Prepare and adopt a behavioural management policy	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 262B(6)	Alter or substitute a behavioural management policy	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 262B(7)	Review the operation of the behavioural management policy	No Delegation	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 262D	Provide complainant with written reasons for refusal or determination	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment

Local Government Act 1999	council	section 262W(3)(b)(ii)	Provide report to the Panel detailing: •member's compliance with the Panel's requirement; or •council's compliance with Panel's requirement	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 263B(1)(a) and (3)	To act in accordance with a recommendation of the Ombudsman	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 264(1)(a)	Authorise a person in writing for the purposes of this section to lodge a complaint with SACAT	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment
Local Government Act 1999	council	section 270(a1)	Develop and maintain policies, practices and procedures for dealing with requests for the provision of services by the council or complaints about the activities of the council, employees of the council or person acting on behalf of the council	Chief Executive Officer		
Local Government Act 1999	council	section 270(1)	Establish procedures for the review of decisions	Chief Executive Officer		
Local Government Act 1999	council	section 270(2a)(b)	Allow an application to be made more than 6 months after the reviewable decision	Chief Executive Officer		
Local Government Act 1999	council	section 270(3a)	Reduce, waive or refund a fee	Chief Executive Officer		
Local Government Act 1999	council	section 270(4)	Refuse an application for the review of a decision	Chief Executive Officer		
Local Government Act 1999	council	section 270(6)	Amend policies, practices and procedures applying under section 270 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 270(8)	Initiate and consider a report for the purpose of section 270(8) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 271(1)	Make provision in a procedure under section 270 of the Local Government Act for disputes between a person and the council to be dealt with under a scheme involving mediation, conciliation or neutral evaluation	Chief Executive Officer		
Local Government Act 1999	council	section 271(2)	Constitute panels of mediators, conciliators and evaluators	Chief Executive Officer		
Local Government Act 1999	council	section 271(7)	Pay costs of mediation, conciliation and evaluation	Chief Executive Officer		
Local Government Act 1999	council	section 271A(1)	Provide requested information to the Minister	Chief Executive Officer		
Local Government Act 1999	council	section 271B(1)(a)	Obtain an independent assessment of the council's probity or compliance with any requirements placed on the council under legislation	Chief Executive Officer		
Local Government Act 1999	council	section 271B(1)(b)	Take specified action to meet standards in the conduct or administration of the affairs of the council identified by the Minister	Chief Executive Officer		
Local Government Act 1999	council	section 272(3)	Provide an explanation and make submissions to the Minister	Chief Executive Officer		
Local Government Act 1999	council	section 272(5)	Make submissions to the Minister in relation to the subject matter of an interim report	Chief Executive Officer		
Local Government Act 1999	council	section 273(3)	Make submissions to the Minister in relation to a report under section 273(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 275(2)	Make submissions to the Minister in relation to a report under section 274 of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 276(2)(a)	Bring proceedings under section 276(1) of the Local Government Act	Chief Executive Officer		

Local Government Act 1999	council	section 276(5)(b)	Take necessary steps for and hold a ballot or poll in accordance with an order of the District Court	Chief Executive Officer		
Local Government Act 1999	council	section 276(5)(f)	Produce or deliver books, voting-paper or documents in accordance with an order of the District Court	Chief Executive Officer		
Local Government Act 1999	council	section 279(1)	Serve a document	Chief Executive Officer		
Local Government Act 1999	council	section 281(1)	Notify a lessee or licensee of land to pay the council rent or other consideration payable under the lease or licence in satisfaction of the landowner's liability to the council	Chief Executive Officer		
Local Government Act 1999	council	section 281(2)(b)	Notify the owner of land of the imposition of a requirements under section 281(1) of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	section 282(1)	Approve an occupier of land undertaking work	Chief Executive Officer		
Local Government Act 1999	council	section 294(1a)	Provide notice to an owner or occupier of land	Chief Executive Officer		
Local Government Act 1999	council	section 294(3)(a)	Pay rent to the owner of occupier of land as determined by agreement or the Supreme Court	Chief Executive Officer		
Local Government Act 1999	council	section 294(3)(b)	Pay to the owner of occupier of land reasonable compensation for damage to any crops on land	Chief Executive Officer		
Local Government Act 1999	council	section 294(3)(c)(i)	Remedy damage to land caused by the council	Chief Executive Officer		
Local Government Act 1999	council	section 294(3)(c)(ii)	Pay compensation for any other loss or damage caused by the council	Chief Executive Officer		
Local Government Act 1999	council	section 294(7)	Erect a fence	Chief Executive Officer		
Local Government Act 1999	council	section 294(5)	Comply with the relevant requirements of the Mining Act 1971	Chief Executive Officer		
Local Government Act 1999	council	section 296(1)	Recover the cost or a portion of the costs of works as a debt	Chief Executive Officer		
Local Government Act 1999	council	section 296(3)	Give notice of a valuation to the owner of land	Chief Executive Officer		
Local Government Act 1999	council	section 296(5)	Participate in an objection or review to a valuation	Chief Executive Officer		
Local Government Act 1999	council	section 297	Sell or dispose of rubbish collected by the council	Chief Executive Officer		
Local Government Act 1999	council	section 298(1)	Order action in response to flooding or imminent flooding	Chief Executive Officer		
Local Government Act 1999	council	section 300(1)	Pay the cost of advertising	Chief Executive Officer		
Local Government Act 1999	council	clause 13(c), Schedule 1A	Enter an arrangement with the Stormwater Management Authority to make use of council staff, equipment or facilities	Chief Executive Officer		
Local Government Act 1999	council	clause 17(1), Schedule 1A	Prepare a stormwater management plan	Chief Executive Officer		
Local Government Act 1999	council	clause 18(1), Schedule 1A	Prepare a stormwater management plan or revise an existing stormwater management plan	Chief Executive Officer		
Local Government Act 1999	council	clause 18(2), Schedule 1A	Provide a stormwater management plan to the Stormwater Management Authority for approval	Chief Executive Officer		

Local Government Act 1999	council	clause 19(3), Schedule 1A	Take action required by the Stormwater Management Authority as a condition of approving a stormwater management plan	Chief Executive Officer		
Local Government Act 1999	council	clause 20(1), Schedule 1A	Comply with an order issued by the Stormwater Management Authority under clause 20(1), Schedule 1A of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	clause 20(5), Schedule 1A	Make submissions to the Stormwater Management Authority	Chief Executive Officer		
Local Government Act 1999	council	clause 20(6), Schedule 1A	Enter into an agreement with the Stormwater Management Authority for the repayment of costs and expenses of the authority by the council	Chief Executive Officer		
Local Government Act 1999	council	clause 24(1), Schedule 1A	Take action consistent with the provisions of an approved stormwater management plan or a condition imposed on approval of a stormwater management plan or action required by an order under clause 20(a), schedule 1B of the Local Government Act by: (a) entering and occupying any land; (b) constructing, maintaining or removing any infrastructure; (c) excavating any land; (d) inspecting, examining or surveying any land and for that purpose: (i) fixing posts, stakes or other markers on the land; (ii) digging trenches or sink test holes in the land to determine the nature of the top soil and underlying strata; and (iii) removing samples for analysis; and (e) altering water table levels, stopping or reducing the flow of water in a watercourse, diverting water flowing in a watercourse to another watercourse or to a lake or controlling the flow of water in any other manner;	Chief Executive Officer		
Local Government Act 1999	council	clause 24(2)(a), Schedule 1A	Enter into an agreement with the owner of private land	Chief Executive Officer		
Local Government Act 1999	council	clause 24(2)(b), Schedule 1A	Acquire an easement or other appropriate interest over land by agreement with the owner or in accordance with the Land Acquisition Act 1969 and any other applicable laws	Chief Executive Officer		
Local Government Act 1999	council	clause 24(3), Schedule 1A	Acquire land by agreement for the purposes of constructing any infrastructure or performing any work	Chief Executive Officer		
Local Government Act 1999	council	clause 25(2), Schedule 1A	Provide notice to the occupier of land of an intention to enter, or to enter and occupy, land in accordance with clause 24	Chief Executive Officer		
Local Government Act 1999	council	clause 25(3)(b), Schedule 1A	Provide notice to the occupier of land of an intention to enter, or to enter and occupy, land in accordance with clause 24	Chief Executive Officer		
Local Government Act 1999	public authority	clause 26(3), Schedule 1A	Make submissions to the Minister regarding the vesting of the care, control and management of infrastructure or land in the council	Chief Executive Officer		
Local Government Act 1999	public authority	clause 26(4), Schedule 1A	Maintain and repair infrastructure and maintain land vested in the council	Chief Executive Officer		
Local Government Act 1999	council	clause 2(1), Schedule 1B	Enter a building upgrade agreement	Chief Executive Officer		
Local Government Act 1999	council	clause 2(4), Schedule 1B	Agree to other parties entering a building upgrade agreement	Chief Executive Officer		
Local Government Act 1999	council	clause 4, Schedule 1B	Agree to vary or terminate a building upgrade agreement	Chief Executive Officer		

Local Government Act 1999	council	clause 6(1), Schedule 1B	Declare a building upgrade charge	Chief Executive Officer		
Local Government Act 1999	council	clause 6(2), Schedule 1B	Provide written notice of the declaration of a building upgrade charge	Chief Executive Officer		
Local Government Act 1999	council	clause 6(4), Schedule 1B	Give notice of each payment of a building upgrade charge	Chief Executive Officer		
Local Government Act 1999	council	clause 7(2), Schedule 1B	Deduct and retain any service fee and late payment fee	Chief Executive Officer		
Local Government Act 1999	council	clause 7(3)(a), Schedule 1B	Hold money pending payment to the finance provider	Chief Executive Officer		
Local Government Act 1999	council	clause 7(3)(b), Schedule 1B	Pay money to the finance provider	Chief Executive Officer		
Local Government Act 1999	council	clause 9(1), Schedule 1B	Sell land if a building upgrade charge remains outstanding for more than 3 years	Chief Executive Officer		
Local Government Act 1999	council	clause 9(2), Schedule 1B	Apply money received on the sale of land as prescribed by clause 9(2), schedule 1B of the Local Government Act	Chief Executive Officer		
Local Government Act 1999	council	clause 9(3), Schedule 1B	Deal with unclaimed money in accordance with the Unclaimed Moneys Act 1891	Chief Executive Officer		
Local Government Act 1999	council	clause 10(2)(a), Schedule 1B	Adjust a building upgrade charge	Chief Executive Officer		
Local Government Act 1999	council	clause 10(2)(a), Schedule 1B	Give notice to the building owner of the adjustment of a building upgrade charge	Chief Executive Officer		

Local Government Act 1999	council	clause 10(3)(d), Schedule 1B	Refund excess payments to the building owner	Chief Executive Officer		
Local Government Act 1999	council	clause 11(1), Schedule 1B	Recover a building upgrade charge in accordance with a building upgrade agreement	Chief Executive Officer		
Local Government Act 1999	council	clause 13(1), Schedule 1B	Keep a register of building upgrade agreements	Chief Executive Officer		
Local Government Act 1999	council	clause 13(3), Schedule 1B	Provide the register of building upgrade agreements for inspection at the principal office of the council	Chief Executive Officer		
Local Government Act 1999	council	clause 13(4), Schedule 1B	Provide an extract of the register of building upgrade agreements	Chief Executive Officer		
Local Government Act 1999	council	clause 1(4), Schedule 2	Publish a copy of the charter of a subsidiary in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	clause 3(1), Schedule 2	Prepare a charter for a subsidiary	No Delegation		
Local Government Act 1999	council	clause 3(4), Schedule 2	Review a charter for a subsidiary	No Delegation		
Local Government Act 1999	council	clause 3(5)(a), Schedule 2	Furnish a copy of an amended charter for a subsidiary to the Minister	Chief Executive Officer		
Local Government Act 1999	council	clause 3(5)(b), Schedule 2	Publish a copy of an amended charter for a subsidiary on a website determined by the chief executive officer	Chief Executive Officer		
Local Government Act 1999	council	clause 3(5)(c), Schedule 2	Publish a notice in the Gazette of the fact of the amendment and website address at which the charter is available for inspection	Chief Executive Officer		
Local Government Act 1999	council	clause 4(1), Schedule 2	Determine the membership of the board of management of a subsidiary	No Delegation		
Local Government Act 1999	council	clause 4(2), Schedule 2	Appoint members of the board of management of a subsidiary	No Delegation		
Local Government Act 1999	council	clause 4(6), Schedule 2	Appoint a deputy of a board member	No Delegation		
Local Government Act 1999	council	clause 4(8), Schedule 2	Give directions in relation to an actual or potential conflict of duty and duty between offices held concurrently, or in relation to some other incompatibility between offices held concurrently	Chief Executive Officer		
Local Government Act 1999	council	clause 5(9), Schedule 2	Act on advice of a board of management that the subsidiary owes a duty of confidence in regard to a matter	Chief Executive Officer		

Local Government Act 1999	council	clause 5(12), Schedule 2	Direct the board of management as to procedures	Chief Executive Officer		
Local Government Act 1999	council	clause 8(1), Schedule 2	Participate in consultation with a subsidiary on the preparation and adoption of the subsidiary's business plan	Chief Executive Officer		
Local Government Act 1999	council	clause 8(5), Schedule 2	Participate in consultation with a subsidiary in an annual review of the subsidiary's business plan	Chief Executive Officer		
Local Government Act 1999	council	clause 8(4), Schedule 2	Participate in consultation with a subsidiary on the amendment of the subsidiary's business plan	Chief Executive Officer		
Local Government Act 1999	council	clause 9(2)(d), Schedule 2	Fix a date by which a subsidiary's budget must be adopted	Chief Executive Officer		
Local Government Act 1999	council	clause 9(3), Schedule 2	Approve the amendment by a subsidiary of an adopted budget	Chief Executive Officer		
Local Government Act 1999	council	clause 9(5), Schedule 2	Participate in consultation with a subsidiary on the subsidiary incurring spending before the adoption of its budget for the year	Chief Executive Officer		
Local Government Act 1999	council	clause 10(1), Schedule 2	Give a direction to a subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 10(2), Schedule 2	Make a copy of a direction given to a subsidiary available at the principal office of the council	Chief Executive Officer		

Local Government Act 1999	council	clause 11(1), Schedule 2	Request a subsidiary to furnish information or records in the possession or control of the subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 11(2), Schedule 2	Act on advice of a board of management that information or a record should be treated as confidential	Chief Executive Officer		
Local Government Act 1999	council	clause 12(1), Schedule 2	Request a subsidiary to report on a matter to the council	Chief Executive Officer		
Local Government Act 1999	council	clause 12(2), Schedule 2	Receive a report on the work and operations of the subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 12(4), Schedule 2	Incorporate a report made under clause 12(2), Schedule 2 into the annual report of the council	Chief Executive Officer		
Local Government Act 1999	council	clause 13(3), Schedule 2	Determine or approve members of the audit committee of the subsidiary	No Delegation		
Local Government Act 1999	council	clause 14(2), Schedule 2	Approve borrowing by a subsidiary	No Delegation		
Local Government Act 1999	council	clause 16(1)(a), Schedule 2	Request the Minister wind up a subsidiary	No Delegation		
Local Government Act 1999	council	clause 17(4), Schedule 2	Publish (in conjunction with the other constituent councils) a copy of the charter of a subsidiary in the Gazette	Chief Executive Officer		
Local Government Act 1999	council	clause 19(1), Schedule 2	Prepare (in conjunction with the other constituent councils) a charter of a subsidiary	No Delegation		
Local Government Act 1999	council	clause 19(4), Schedule 2	Review (in conjunction with the other constituent councils) a charter of a subsidiary	No Delegation		
Local Government Act 1999	council	clause 19(5)(a), Schedule 2	Furnish (in conjunction with the other constituent councils) a copy of an amended charter of a subsidiary to the Minister	Chief Executive Officer		

Local Government Act 1999	council	clause 19(5)(b), Schedule 2	Publish (in conjunction with the other constituent councils) a copy of the amended charter of a subsidiary on a website determined by the chief executive officer	Chief Executive Officer		
Local Government Act 1999	council	clause 20(1), Schedule 2	Determine (in conjunction with the other constituent councils) the membership of the board of management of a subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 20(7), Schedule 2	Give directions in relation to an actual or potential conflict of duty and duty between offices held concurrently, or in relation to some other incompatibility	Chief Executive Officer		
Local Government Act 1999	council	clause 21(8), Schedule 2	Authorise a person to attend a meeting of the board of management and have access to the papers provided to board members for the meeting	Chief Executive Officer		
Local Government Act 1999	council	clause 21(9), Schedule 2	Act on advice of a board of management that a matter should be treated confidentially	Chief Executive Officer		
Local Government Act 1999	council	clause 21(12), Schedule 2	Direct (in conjunction with the other constituent councils) procedures for the board of management	Chief Executive Officer		
Local Government Act 1999	council	clause 24(1), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary in the preparation and adoption of a business plan	Chief Executive Officer		
Local Government Act 1999	council	clause 24(4), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary in an annual review of the subsidiary's business plan	Chief Executive Officer		
Local Government Act 1999	council	clause 24(5), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary on the amendment of the subsidiary's business plan	Chief Executive Officer		

Local Government Act 1999	council	clause 25(2)(d), Schedule 2	Fix (in conjunction with the other constituent councils) a date before which a budget must be adopted by the subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 25(3), Schedule 2	Approve (in conjunction with the other constituent councils) the amendment of a budget adopted by the subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 25(5), Schedule 2	Participate (in conjunction with the other constituent councils) in consultation with the subsidiary on incurring spending prior to the adoption of a budget	Chief Executive Officer		
Local Government Act 1999	council	clause 26, Schedule 2	Issue (in conjunction with the other constituent councils) a direction to the subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 27(1), Schedule 2	Request the subsidiary to furnish information or records in the possession or control of the subsidiary to the council	Chief Executive Officer		
Local Government Act 1999	council	clause 27(2), Schedule 2	Act on advice of a board of management that information or a record should be treated as confidential	Chief Executive Officer		
Local Government Act 1999	council	clause 28(1), Schedule 2	Fix (in conjunction with the other constituent councils) a date before which a subsidiary must furnish to the constituent councils report on the work and operations of the subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 28(3), Schedule 2	Incorporate a report under clause 28(1), Schedule 2 of the Local Government Act in the annual report of the council	Chief Executive Officer		
Local Government Act 1999	council	clause 30(3), Schedule 2	Determine or approve (in conjunction with the other constituent councils) the members of the subsidiary's audit committee	Chief Executive Officer		

Local Government Act 1999	council	clause 33(1), Schedule 2	Request (in conjunction with the other constituent councils) the Minister to wind up a regional subsidiary	Chief Executive Officer		
Local Government Act 1999	council	clause 2(1), Schedule 6	Deliver a notice to the Registrar-General for the purpose of registering a charge over land	Chief Executive Officer		
Local Government Act 1999	council	clause 3(1)(b), Schedule 6	Exercise the powers of a mortgagee given by the Real Property Act 1886 under a mortgage in respect of which default has been made in payment of money secured by the mortgage	Chief Executive Officer		
Local Government Act 1999	council	clause 4(1), Schedule 6	Provide notice to the Registrar-General that the amount a charge relates to has been repaid and apply for the discharge of the charge	Chief Executive Officer		

Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014						
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 17(2)	Determine for the purposes of rule 185 of the Australian Road Rules: (a) the class of permits required for vehicles to stop in the permit zone; (b) the persons entitled to such permits; (c) any fees to be paid for such permits; (d) the conditions to which the permits will be subject (which may include conditions as to the period for which such permits remain in force and conditions as to the display of permits in vehicles)	Chief Executive Officer		
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 17(2)	Vary a determination under regulation 17(2)	Chief Executive Officer		
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 17(3)	Issue for the purposes of rule 185 of the Australian Road Rules permits in respect of the permit zone to persons entitled to them	Chief Executive Officer		
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 17(3)	Determine conditions to apply to permits issued under regulation 17(3)	Chief Executive Officer		
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 22(2)	Determine for the purpose of rule 207(2) of the Australian Road Rules the fees payable for parking in the length of a road or area by operation of a parking ticket vending machines or parking meter installed or to be installed in or near the length of road or area Determine for the purpose of rule 207(2) of the Australian Road Rules the fees payable for parking in the length of road or the area by – (a) operation of parking ticket-vending machines or parking meters installed or to be installed in or near the length of road or area; or (b) the use of an electronic device or an electronic method of payment determined by the council that is indicated on or with the sign or a meter, ticket or ticket vending machine	Chief Executive Officer	17-March-2023	Amendment - Legislative Amendment
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 22(2)	Vary a fee determined under regulation 22(2)	Chief Executive Officer		
Road Traffic (Road Rules - Ancillary and Miscellaneous Provisions) Regulations 2014	council	regulation 22(2)(b)	Determine the electronic method of payment	Chief Executive Officer	17-March-2023	Addition - Legislative Amendment

11.3 Animal Management Plan For Consultation

Report Reference	GC230411R11.3
Originating Officer	Team Leader Community Safety – Caroline Corston
Corporate Manager	Manager Development and Regulatory Services – Warwick Deller-Coombs
General Manager	General Manager City Development – Tony Lines

REPORT OBJECTIVE

To seek Council's endorsement for the Draft City of Marion Animal Management Plan to be placed on Community Consultation.

RECOMMENDATION

That Council:

- 1. Endorses the Draft City of Marion Animal Management Plan 2023-2028 to be placed on Community Consultation (subject to any minor amendments required to the plan).**

EXECUTIVE SUMMARY

- Council is required to prepare a plan for the management of dogs and cats within its area.
- The current plan expires on 30 June 2023 and is required to be renewed.
- Administration has prepared a draft Animal Management Plan for 2023 – 2028.
- The new plan proposes 11 key animal management strategies, the majority of which relate to dogs and cats. Consistent with the current plan, the new plan also proposes to consider other animals.
- The draft Plan was presented to Members at the Elected Member Forum on 21 March 2023. Member feedback has been addressed and relevant updates have been made to the draft Plan.
- Staff have summarised comments and responses to the feedback received at the forum in Attachment 1.
- An updated graphically designed draft Plan is included in Attachment 2.

BACKGROUND

Requirements of the Dog and Cat Management Act 1996

The Dog and Cat Management Act 1995 (the Act) provides the legal framework for the City of Marion's responsibilities regarding the management of dogs and cats. Section 26A of the Act requires councils to prepare a plan relating to the management of dogs and cats within its area. The provisions of the Act state the plan must:

- Include provisions for parks where dogs may be exercised off-leash and for parks where dogs must be under effective control by means of physical restraint, and also may include provisions for parks where dogs are prohibited.

- Cover a 5-year period and each plan must be prepared and presented to and approved by the Dog and Cat Management Board before it takes effect.

Council, with the approval of the Board may amend a plan of management at any time during the course of the 5-year period.

The current Animal Management Plan

The current Animal Management Plan was implemented in 2018 and expires on 30 June 2023. The plan sets several strategies and measures relating to animal management and requires that, at the conclusion of its lifespan, the effectiveness and relevance of the plan be reviewed against the strategies and objectives identified. This review has been undertaken and is attached.

The review found most actions have been successfully achieved. Some of the key actions achieved include:

- Reduction in the number of wandering dogs impounded at the RSPCA (and proportionate increase in the number of wandering dogs returned to owners on the same day).
- Increase in the number of desexed and microchipped cats.
- Creation of the [Hazelmere Reserve Dog Park](#).
- Creation of a new cat curfew requirement within [Cats By-law No. 6](#) (implemented in January 2023).
- Creation of a new [Animal Management By-law No. 7](#) prescribing controls around the keeping of roosters and peacocks on residential land.

The lone action not achieved was a targeted increase in the proportion of desexed and microchipped dogs. Whilst the total number has increased year on year, FY 21/22 saw a decrease in the percentage desexed and microchipped proportionate to the number registered. FY 21/22 also saw a 13% increase in the number of dogs registered (the largest on record), consistent with national figures on increased pet ownership during the COVID pandemic – staff believe this contributed to the percentage reduction, as new pet owners ‘catch up’ with desexing and microchipping requirements.

DISCUSSION

With the forthcoming expiry of the current plan, a new Animal Management Plan has been formulated. The new plan will be valid for the five years July 2023 – June 2028 and will set the strategic direction for the City of Marion’s management of dogs and cats, as well as other animals.

The new plan sets 11 key animal management strategies. The majority relate to dog and cat management however other animals are considered. Most strategies from the previous plan have been carried over into the new plan. Matters not carried over are those considered no longer relevant. The attached review of the current plan provides a summary of matters carried/not carried over.

From a high-level perspective, the animal management strategies within the new plan are generally consistent with those in the current plan. This is due to there being no major change to the Act for some time.

Some new objectives and actions are proposed within the new plan to consider recent by-law changes as well as current issues and practices:

- An increased emphasis on community engagement and use of data to make informed decisions.
- Consideration of the introduction of mandatory cat registration under the Cats By-law.

- Greater focus on cat nuisance issues, including the management and implementation of the new Cats By-law requirements.
- Increased focus on breeders (in-line with recent state government election commitments).

In terms of timeframes, most actions/measures will be managed on an ongoing basis over the life of the plan. Where a more specific timeframe is considered necessary, this has been specified in the relevant action/measure. In addition, all strategies will be managed using existing resources.

Layout

In formulating the new plan, Administration consulted the Dog and Cat Management Board (the Board) who have provided resources and advice, including a preferred template for setting strategies and objectives. Having considered the Board's advice, a layout consistent with the Board's preferred template is proposed.

Most strategies are presented as one page per issue, which it is hoped will make the plan simple to follow. The proposed layout also sees the key strategies presented in a sequential order and in a manner that clearly distinguishes between the relevant animal management issues, specifically:

- *Strategy 1:* A strategy relating to responsible pet ownership and administering legislation.
- *Strategies 2-4:* Strategies common to both dogs and cats (desexing, microchipping and registration).
- *Strategies 5-7:* Strategies unique to dogs (barking, harassment/attacks and dog management at council reserves).
- *Strategy 8:* Strategies unique to cats (nuisance, disease, and the new Cats By-law requirements).
- *Strategies 9-11:* Other issues (breeders, animal welfare, detention, other animals).

Feedback from the Dog and Cat Management Board

The Board has informally reviewed the proposed plan and advised it meets their requirements and that all key areas have been considered.

Elected Member Feedback

The draft Plan was presented to Members at the 21 March 2023 Elected Member Forum. Feedback was considered and the draft Plan has since been amended to address Member feedback. A detailed summary of feedback and actions is included in Attachment 1. Some of the key updates include:

- A new measure included capturing data on the amount and type of environmental nuisance complaints received in relation to cats.
- New actions and measures included to increase the monitoring and enforcement of the Dogs By-law requirement for a person to carry a bag/container for the disposal of dog faeces when taking their dog in public.
- Updated information included in the 'Other Animals' section clarifying eradication options and legislative responsibilities in relation to foxes and pigeons.

Next steps and timeline

11 April 2023: General Council Meeting - Council endorsement for the draft plan to be placed on public consultation.

13 April 2023: Community consultation commences for a minimum of 21 days (until Friday 5 May).

23 May 2023: General Council Meeting - Results of the consultation to be presented to Council.

May or June 2023: Council to formally endorse the Animal Management Plan and resolve to submit the Plan to the Dog and Cat Management Board.

June 2023: Dog and Cat Management Board Review.

July 2023: New plan to commence. The Community Safety Team will implement the plan. This will include regular monitoring of the effectiveness of the strategies.

ATTACHMENTS

1. Attachment 1 - Table of EM Forum queries and changes to the Plan [**11.3.1** - 2 pages]
2. Attachment 2 - Draft Animal Management Plan 2023 [**11.3.2** - 37 pages]
3. Attachment 3 - Review of 2018-2023 Animal Management Plan [**11.3.3** - 6 pages]
4. Attachment 4 - Animal Management Statistics 2018-2023 [**11.3.4** - 2 pages]

Animal Management Plan – EM Forum feedback and staff responses March 2023		
EM Query	Staff response	Proposed change to the Animal Management Plan
How are we capturing/understanding the environmental nuisance caused by cats?	<i>Staff collect and review data relating to the new Cats By-law provisions, including the number of environmental nuisance matters investigated. Once a reasonable sample size in terms of numbers and time is collected, the impacts will be better understood and procedures can be updated to manage the issue.</i>	Strategy 8 has been updated to include a measure (under Objective 8.1) capturing the number of environmental nuisance complaints received. In addition, Strategy 1 (Objective 1.4) requires ongoing review of data to identify trends and issues. This data will be kept in the statistical report to be updated and reviewed monthly. Once a sufficient sample size over time is collected we will be in a better position to manage the issue, adopt strategies and give meaningful advice.
Queries on the effectiveness of the barking dog procedure.	<i>The barking dog procedure was updated approximately 6 months ago and is regularly reviewed. The updated procedure has refined investigation processes, seeing residents better informed throughout investigations.</i>	No changes proposed. Strategy 5 contains an Action requiring ongoing review of the procedure as well as monthly review of barking dog statistics. Barking dog statistics will continue to be reviewed on at least a monthly basis. Coupled with resident feedback, the procedure may be refined at anytime to better manage resident and legislative expectations.
Are we considering management of pigeons?	<i>If pigeons are an issue on private property it is up to the landowner to arrange removal of any nests/pigeons from their property. If landowners feed pigeons this can be considered a nuisance which Council CSI's can investigate. An Abatement Notice can then be issued for the resident to remove the nuisance.</i>	Pigeon information added to the "Other Animals" section of the Plan, which will include information about removal, and the legislation for nuisance pigeons on private property. Information on pigeons to be provided to residents as part of community education campaigns (Refer Strategy 1 Objective 1.1). Staff procedures updated to capture this.
The plan discusses shooting permits but isn't clear on requirements.	<i>For the removal of pigeons via shooting and or sedation only qualified and licenced pest controllers are able to undertake these activities.</i>	This is added to the "Other Animals" section of the Plan.
Queries on the number of expiations issued for not carrying faeces disposal bags, staff patrols of reserves for faeces, spot checks of dog owners for carrying disposal bags, what can we do to better enforce/manage dog faeces in public places.	<i>Expiations have not been issued for failing to carry disposal bags. The Plan proposes to increase staff patrols of reserves to better manage matters such as faeces, more spot checks of dogs for microchip/registration, and general dog/owner behaviour in public places such as faeces bags/collection.</i>	Strategy 7 has been updated to better capture increased enforcement of this issue. Under Objective 7.1, the key Action has been updated to specifically consider the by-law requirement for a person to carry a faeces disposal bag when in public. A new measure has been included to capture the number of cautions/expiations issued for breach of requirements. Measures also include the number of staff patrols of reserves, the number of people educated on requirements, and proactive education strategies.
Consideration of wasps within the Plan.	<i>Council will arrange for the removal of wasp nests on Council land if they are safety concerns for the community. Any wasp nests that are located on private land (if causing a nuisance/danger) are removed by the landowner at their cost. CSI's may deal with the matter under the LNL Act, issuing an Abatement Notice to the landowner for the removal of the wasps.</i>	To be included in the 'Other Animals' section of the Plan. Information on wasps to be provided to residents as part of community education campaigns (Refer Strategy 1 Objective 1.1). Staff procedures updated to capture this.
Consideration of foxes within the Plan.	<i>Council is responsible for foxes on local government land. The City of Marion's Coordinator of Biodiversity and the Open Space Field Supervisor are currently undertaking Authorised Officer training as pest plant and animal control officers under the Landscapes Act so that they can control foxes on Council land. Currently landowners are responsible for the control of foxes on their properties under the Landscape South Australia Act 2019. Foxes are now considered established in the landscape and eradication programs are not always effective. There are some fox control programs throughout</i>	Information in relation to foxes to be updated to include additional information about Council's Authorised Officers under the Landscape South Australia Act 2019. Information on foxes to be provided to residents as part of community education campaigns (Refer Strategy 1 Objective 1.1). Staff procedures updated to capture this. Residents can contact Landscape SA for assistance in eradicating foxes e.g. supply of baits etc.

	<i>Adelaide, however these are targeted to key sites to protect threatened species. Any council management of foxes will be coordinated by our authorised Officers with support from Green Adelaide or the State Government.</i>	
Dog off leash list – Lucretia Way to reflect wetland on –leash requirement.	<i>To be reviewed.</i>	Plan updated.
Update statistical table to include the number of cautions issued for cat nuisance matters under the Cats By-law.	<i>To be undertaken by staff.</i>	The statistical report has been updated to capture the number of cautions issued for cat nuisance matters. Data has been added from 1 January 2023 (implementation of the cat curfew). Historically data collection for animal management has captured the number of matters enforced v not enforced only. Cautions were incorporated within the ‘not enforced’ category, similar to the number of people educated, but never separated. Staff procedures have since been updated to capture cautions across relevant animal management areas and this will be updated monthly from April 2023.

City of Marion Animal Management Plan 2023-2028





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Mission statement

To recognise that companion animals are part of the community, contributing to its quality of life, and to ensure that the needs of animals and their owners are accommodated while recognising the differing needs of all members of the community.

Executive summary

This revised Animal Management Plan will be effective for the next five-year period, from 2023 – 2028, and will set the strategic direction for City of Marion's management of domestic animals (primarily dogs and cats) during that time.

While the *Dog and Cat Management Act* provides the legal framework for the City of Marion's responsibilities regarding the management of dogs and cats, this Plan seeks to maintain a balanced approach that caters to everyone's needs including domestic pets and their owners, the wider community and those responsible for animal management.

The City of Marion aims to maintain a sustainable, strategic approach to the management of dogs and cats in the City of Marion that encompasses the needs of both dog and cat owners, visitors and other residents who are not dog and cat owners.

The Plan will be implemented within the context of creating a safe public environment through education and enforcement, enhancing the amenity and environment of the City of Marion while considering the importance of pet ownership. The Plan will also consider social and regulatory issues and identify strategies and actions to implement the City of Marion's mission, aims and objectives for domestic animal management. The Plan will then relate these policies and actions back to the wider policy context.

The Plan considers several strategies that aim to:

- Promote and harness the benefits of responsible pet ownership.
- Appropriately administer animal management legislation.

- Maximise the number of registered, microchipped and desexed dogs and cats.
- Reduce public and environmental nuisance caused by dogs and cats.
- Increase public safety at reserves, open spaces and other public places.
- Appropriately manage dog and cat breeders.
- Provide for the welfare and safety of dogs and cats.
- Consider birds and other animals as part of the Plan.

The Plan focuses on the legitimate needs of pets and their owners, while respecting the rights of other members of the community and protecting the environment. It will form a strategic basis that will provide Council with direction from which it can plan, coordinate and make future decisions to meet the needs of the community over the next five years.

At the conclusion of the Plan in 2028, the effectiveness and relevance will be reviewed against the strategies and objectives identified. That information will then be incorporated into future plans, each of which will cover a five-year period in accordance with Section 26A of the *Dog and Cat Management Act*.

Part one: context and background

1. Policy context and links to the City of Marion's Strategic Plan

This Animal Management Plan fits within the overall planning and direction of the Strategic Plan towards 2019-2029 which guides the City's development and Council's contribution to deliver the Community Vision that is Liveable, Prosperous, Valuing Nature, Engaged, Innovative and Connected.

Other strategies and policies are relevant where they impact on strategy and development in the domestic animals area.

2. Legislative context

Purpose of the Act

The Dog and Cat Management Act 1995 (the Act) provides legislation for the management of dogs and cats in the community. The objectives of the Act are to:

- Encourage responsible dog and cat ownership.
- Reduce public and environmental nuisances caused by dogs and cats.
- Promote the effective management of dogs and cats.

Council Responsibilities

The responsibilities delegated to councils under Section 26 of the Act and through Council By-laws that apply to the preparation of this Plan are outlined below.

Management of Dogs and Cats

Each Council is required to administer and enforce the provisions of the Act relating to dogs and cats.

This includes:

- Maintaining registers as required by the Board.
- Provide information to the Dog and Cat Management Board.
- Appointment of a Registrar.
- Making arrangements for issuing and replacing certificates of registration and registration discs.
- Appointment of at least one full-time authorised officer or delegates.

- Making satisfactory arrangements for the detention of dogs and cats seized under the Act.
- Make satisfactory arrangements for fulfilling other obligations under the Act.

Money Received

Revenue received by Council must be spent on the administration or enforcement of the provisions of this Act relating to dogs and cats.

Payment into Fund

Councils must pay into the Dog and Cat Management Fund a fixed percentage as set out in the Dog and Cat Management Regulations 2017.

Fees

Councils have the responsibility of setting annual fees for dog registration. The Act requires that councils offer a percentage rebate for a 'standard dog' which is defined as a dog that is both microchipped and desexed. Councils have the responsibility of determining other discretionary registration rebates.

Dogs and Cats Online

Dogs and Cats Online (DACO) is South Australia's mandatory database for the registration and record of dogs, cats, breeders, microchip and desexing information.

Dog and cat records stored on DACO contain the following information:

- Owner summary.
- Microchip and desexing details.
- Physical description of the animal.
- Location animal is kept.
- Where animal was acquired.
- Control orders if applicable (dogs).
- Any exemptions or accreditations.

Councils, veterinarians, microchip implanters, RSPCA and Animal Welfare League can record and access certain information in DACO and help return lost pets with registered microchips.

By-laws

Under Section 90 of the Act, councils can make by-laws for the control or management of dogs and cats within their area. The City of Marion has made a number of by-laws that provide additional legislative management of animals in the community:

By Law No 4 Dogs

- Limits the number of dogs permitted on private premises unless Council has granted permission.
- Prescribes controls for dog exercise areas, dog prohibited areas, dog on and off leash areas.
- Requires anyone in control of a dog to carry a suitable bag/container for the lawful disposal of faeces.

By Law No 6 Cats

- Limits the number of cats that can be kept on private premises unless Council has granted permission.
- Causes cat owners to be responsible for any nuisance caused by their cat.
- Requires cats to be confined between the hours of 8pm and 7am.
- Allows Council to declare cat free areas.
- Allows Council to adopt a registration scheme for cats (in addition to the requirement for cats to be desexed and microchipped under the Act). *

*Section 12 of the Dog and Cat Management Regulations requires cat desexing and microchipping details to be recorded in the DACO database, however the Act does not require cats to be formally registered.

By Law No 7 Animal Management

Requires a person to obtain permission from Council to keep a rooster or peacock on residential land, or on land abutting residential land.

Plans of Management

- Section 26A of the Act requires each council to prepare a plan of management relating to the management of dogs and cats within its area.
- Plans of management must include provisions for parks where dogs may be exercised off-leash and for parks where dogs must be under effective control by means of physical restraint and may include provisions for parks where dogs are prohibited.
- The Board must approve the plan of management before it can take effect.
- Plans of management must cover 5-year periods.
- With the approval of the Board, Council may amend a plan of management at any time during the course of the five-year period covered by the plan.

Other relevant legislation

- *Animal Welfare Act 1985*
- *Local Government Act 1999*
- *Local Nuisance and Litter Control Act 2017*
- *Planning, Development and Infrastructure Act 2016*



3. Overview of the City of Marion

The City of Marion comprises an area of approximately 56.17 square kilometres and is located 10km south of Adelaide, stretching from the Glenelg tramline in Glandore to the coastal suburb of Hallett Cove.

The City of Marion includes a mix of residential and industrial areas, with Westfield Marion as the key regional shopping centre, the State Aquatic and Leisure Centre as the premium swimming centre in the state, and the development of the Tonsley precinct including the renowned Tonsley Innovation District.

The population of the City of Marion gathered from the 2021 Census is estimated at 96,650 residents with a population density of 1,703 persons per square kilometre.

The following suburbs are located within the City of Marion region:

Ascot Park	Marino	Seacombe Gardens
Bedford Park	Marion	Seacombe Heights
Clovelly Park	Mitchell Park	Seview Downs
Darlington	Morphetville	Sheidow Park
Dover Gardens	Oaklands Park	South Plympton
Edwardstown	O'Halloran Hill Sturt	Glandore
Park Holme	Trott Park	Glengowrie
Plympton Park	Warradale	Hallett Cove
Seacliff Park	Tonsley	

Summary of Dog and Cat Statistics Dogs

Registration	2018/2019	2019/2020	2020/2021	2021/2022
Number registered	13,234	13,623	14,002	15,884
% desexed	71%	83%	83%	76%
% microchipped	90%	94%	95%	90%

Impounding

Number impounded at holding facilities	219	176	130	119
Number returned to owner same day (without impounding)	237	144	102	191

Investigations

Barking dogs	168	151	130	148
Wandering	486	577	444	392
Attacks on humans	15	16	22	17
Attacks on animals	18	22	26	29

Cats

Registration	2018/2019	2019/2020	2020/2021	2021/2022
Number registered	947	1,486	2,284	3,122
Number desexed	668	1,262	1,974	2,817
Number microchipped	977	1,417	2,185	3,042

Nuisance complaints

Number received	39	43	51	37
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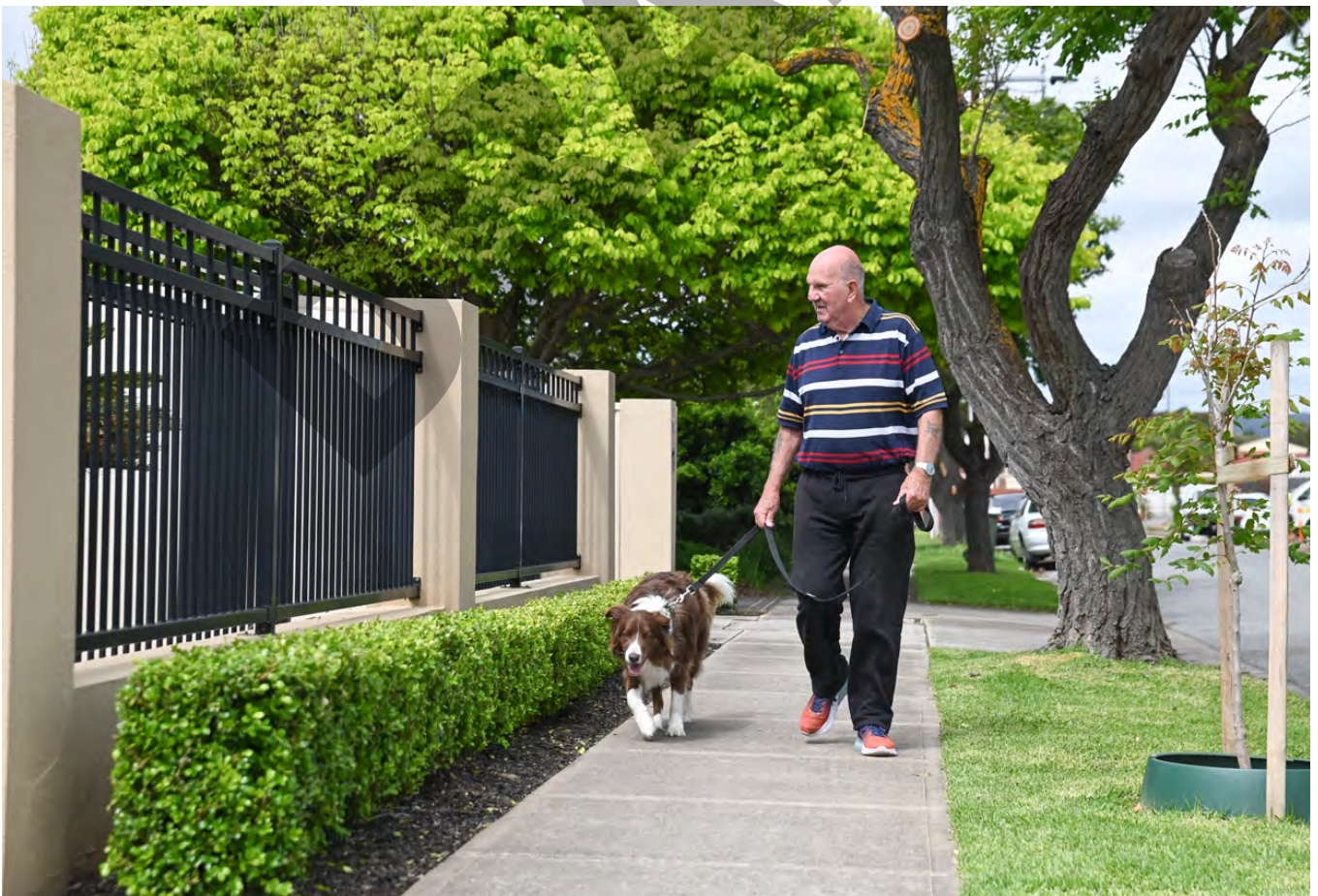
4. Purpose of the Animal Management Plan

The City of Marion recognises that pets are an important part of everyday life and fulfil a vital role in society by providing companionship and unconditional love to their owners. There is growing recognition that enforcement of laws will not, on its own, result in lasting, voluntary changes in people's attitudes and behaviour towards responsible pet ownership. This Plan focuses on the needs of pet owners, respecting the rights of other members of the community while also protecting the environment.

The Plan sets out the City of Marion's approach to dog and cat management by focusing on sustainable and strategic measures that consider public education, enforcement, engagement, and promotion to assist in lasting, voluntary behavioural change regarding the appropriate management of animals.

The plan considers 11 key strategies aimed at undertaking a balanced approach catering to everyone's needs, including domestic pets and their owners, the wider community and those responsible for animal management.

At the conclusion of the Plan in 2028, the effectiveness and relevance will be reviewed against the strategies and objectives identified. That information will then be incorporated into future plans of management.



Part two: animal management strategies



Strategy one: Responsible pet ownership and administration of legislation

Companion animals such as dogs and cats play a significant role in the lives of many Australians. Pets can enrich people's lives, provide physical and mental health benefits, and facilitate community connections and social interactions with other people. The City of Marion promotes responsible pet ownership through community education as well as enforcement.

Council uses various methods to inform and educate the community such as social media platforms, flyers, handouts, information at community centres, letters, presentations and two-way discussions with our Community Safety staff.

Investment in community education and engagement, partnerships and internal process improvement will play a key role in the management of dogs, cat and other animals. This will enhance the delivery of effective animal management and promote of responsible pet ownership within the City of Marion.

It is important that Council's policies, delegations and procedures are up to date and provide information and direction, to ensure that matters are dealt with lawfully, consistently, transparently, and fairly.



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Objectives	Actions	Measures
1.1 Promote and educate on responsible pet ownership via various mediums.	Develop a targeted community education and engagement campaign on responsible pet ownership.	Campaign implemented in 2023/24 and continued over the life of this Plan.
		Dog and cat education opportunities incorporated into relevant investigation processes.
	Identify opportunities for funding and grants of responsible pet ownership initiatives.	Number of funding or grant opportunities identified and applied for.
1.2 Effective and appropriate administration and enforcement of animal management legislation.	Lawful and appropriate Authorisations and Delegations are in place and reviewed annually.	Annual review of Authorisations and Delegations undertaken.
	Matters are investigated and enforced in accordance with the City of Marion Enforcement Policy.	Number of investigations undertaken and outcomes.
	Procedures are reviewed and updated to ensure systems and processes support Authorised Officers to fulfil their roles.	Procedures reviewed on an ongoing basis. Outcome of internal/external reviews, feedback from Ombudsman and other agencies.
	Animal management is considered within relevant City of Marion Plans such as the Emergency Management, Open Space, and Remnant Native Vegetation Plans.	Inclusion within relevant plans as they are renewed/modified.
1.3 Authorised officers are informed, provided with the appropriate training, have adequate skills and are kept up to date with legislation, new or emerging practices and issues, as well as best practice identified by other Councils through formal training and networks.	Ongoing review of staff training and development to ensure staff understand legislation and have the skill sets required to undertake their duties.	Individual and group training needs/opportunities incorporated into Community Safety Inspector Performance Development Plans.
1.4 Identify and understand animal management trends and issues and use this information to make informed decisions.	Form an advisory group, consisting of various stakeholders and community members, to inform and advise on current/emerging matters relating to animal management.	Group formed in 2023/24 and continued over the life of this Plan.
	Consider opportunities to engage with/jointly lobby with fellow Councils to promote and improve animal management in the region.	Fellow Councils invited to participate in advisory groups and/or other networks formed over the life of this Plan. Attendance at Dog and Cat Management meetings and training sessions.
	Ongoing review of data to identify trends and issues.	Statistical report to be developed and updated on a monthly basis.
	Council is informed of current trends and issues relating to animal management, ensuring it can make informed decisions.	By-law update provided to Council in 2024; Annual Animal Management Activities Report included on General Council Agenda from 2024 onwards.



Strategy two: Dog and cat registration

Registering dogs and cats is an important part of being a responsible pet owner. In addition to a microchip and identification tag, registration identifies dogs and cats as an individual's property, and provides Council important information about breeds, size, behaviour, and home address. This information, along with the money raised through registration fees, feeds directly back into Council's animal management service.

Section 33 of the Act requires dogs over 3 months of age to be registered. The Act allows Councils to set fees for dog registration and other dog management fees (impounding, daily holding fee etc). This must not exceed the fixed maximum fee that is set by the Dog and Cat Management Board.

Cat registration is not mandatory under the Act but is voluntary and is strongly encouraged. The City of Marion's Cats By-law provides Council with the power

to adopt a registration scheme for cats. This will be considered as part of the City Marion's approach to cat management.

Dog and cat owners must ensure microchipping and desexing information is recorded in the DACO database. Section 26 (7)(8) of the Act requires two registration fee categories be offered for dog and cat registration:

1. Standard dog or cat – a dog or cat that is both microchipped and desexed.
2. Non-standard dog or cat – a dog or cat of any other description (one that is not both microchipped and desexed).

Note: Accredited assistance dogs are entitled to free registration. Councils are also required to provide a mandatory rebate for the registration fee of a 'standard dog.'

Objectives	Actions	Measures
2.1 Maximise dog and cat registrations.	Ongoing review of the DACO database to identify dogs and cats that have not been re-registered and follow up.	Number of follow-ups conducted by staff. Number of non-registered dogs and cats identified. Percentage increase in the number of registered dogs and cats in the Council area over life of the plan.
	Appropriate enforcement action undertaken for non-compliance.	Number of expiations issued for non-compliance.
	Use media and other platforms to educate and remind owners of annual registration requirements and payment options.	Information on Council's website and social media pages. Annual reminder SMS/email/letters sent to owners.
	Continue to offer a range of registration concessions.	Registration concessions reviewed annually and included in Fees & Charges Schedule.
2.2 Consider the introduction of mandatory cat registration.	Monitor the impact of the Cats By-law on cat owners, residents, visitors.	Data collected on the number of cat curfew and nuisance investigations undertaken. Statistics maintained on the amount and nature of community feedback received. Data collected on the number of cats recorded in the DACO database. Data collected on the number of cats surrendered to animal welfare agencies.
	Council is informed of the impacts of the Cats By-law and of potential state-wide legislative changes.	Annual Animal Management Activities Report (inclusive of legislative updates) included on the General Council Agenda from 2024 onwards.



Strategy three: Microchipping of dogs and cats

Microchipping is the most effective form of permanent identification for dogs and cats. Microchips have a unique identification number associated with owners' contact details. Council staff are issued with equipment to scan for microchips, enabling lost dogs and cats to be reunited with their owners.

It is compulsory that all dogs and cats be microchipped. Details must be entered on Dogs and Cats Online. Dogs and cats must be microchipped:

- Before they are sold.
- Before they reach 12 weeks of age.
- Within 28 days of taking ownership of the cat.
- Council actively promotes microchipping and will continue to arrange subsidised microchipping days to assist owners to comply with the legislation 'standard dog.'

Objectives	Actions	Measures
3.1 Increase the number of microchipped dogs and cats	Ongoing review of the DACO database to identify non-microchipped dogs and cats and follow up.	Number of follow-ups conducted by staff. Percentage increase in the number of microchipped dogs and cats in the Council area over life of the plan. Percentage reduction of non-microchipped dogs and cats arriving in the impound shelters used by Council over time. Reduction in the number of dogs and cats registered in the 'non-standard' category.
	Hold a discounted microchipping event for residents. Consider partnering with bordering councils to hold a joint microchipping event.	Host and/or participate in at least one microchipping event per year. Number of dogs and cats microchipped at events.
	Ad hoc checks of dogs in parks and reserves for microchip compliance.	Number of checks undertaken by Authorised Officers annually.
	Authorised Officers to ensure that, when handling cats, cats are scanned and compliance checked.	Number of cats scanned and checked annually.
	Appropriate enforcement action undertaken for non-compliance with mandatory microchipping requirements.	Data collected on the number of expiations issued for non-compliance.
	Provide information and resources on Council website and media platforms, to breeders, animal shelters, pet shops, training schools and other places where dog and cat owners visit.	Evidence use of various mediums to distribute information and promote mandatory microchipping.
	Work with local veterinarians to promote mandatory microchipping requirements.	Number of vets contacted in the Council area over the life of this Plan; vets invited to participate in community events and information groups.



Strategy four: Desexing of dogs and cats

Desexed animals are generally less likely to suffer from disease and certain illnesses. Desexing commonly reduces behavioural problems such as roaming, aggression, urine marking and mating behaviour. Reducing the desire to roam also reduces the risk of injury (such as vehicle accidents) and reduces the potential for public and environmental nuisance.

Section 42E of the *Dog and Cat Management Act* requires the owner of a dog or cat to ensure their animal is desexed. Dogs and cats must be desexed before 6 months of age or within 28 days after the owner takes possession, unless the owner is granted an extension of time. In limited cases an animal may be granted an exemption.

Objectives	Actions	Measures
4.1 Increase the number of desexed dogs and cats.	Ongoing review of the DACO database to identify un-desexed dogs and cats and follow up.	Number of follow-ups conducted by staff. Percentage increase in the number of desexed dogs and cats in Council area over life of the plan. Percentage reduction in the number of non-desexed dogs and cats arriving in the impound shelters used by Council over life of the plan. Reduction in the number of dogs and cats registered in the 'non-standard' category.
	Explore opportunities for subsidised desexing for concession card holders and low-income earners.	Investigate the Cooperative Desexing Program with the National De-sexing Network (NDN) for subsidised low-cost de-sexing. Number of grants and funding opportunities identified/applied for annually.
	Appropriate enforcement action undertaken for non-compliance with mandatory desexing requirements.	Data collected on the number of expiations issued for non-compliance.
	Use media and other platforms to inform the public about desexing requirements.	Evidence use of various mediums to distribute information and promote mandatory desexing.



Strategy five: Nuisance dog barking

Under Section 45A (5) of the Act, a person who owns or is responsible for the control of a dog is guilty of an offence if the dog creates a noise, by barking or otherwise, which persistently occurs or continues to such a degree or extent that it unreasonably interferes with the peace, comfort or convenience of a person.

Dogs bark for different reasons and defining what is reasonable and unreasonable can be challenging. Significant resources are used in the investigation of barking dog complaints, and it can be difficult to prove an offence has occurred.

Council staff aim to work with dog owners to assist and educate on options to reduce barking. The City of Marion has created educational material for residents to better understand the process of investigation in relation to barking dogs.

Objectives	Actions	Measures
5.1 Investigate and attempt to reduce the impact of barking dogs.	Review of Barking Dog Procedure with a view to ongoing process improvement.	Procedure reviewed and updated on an ongoing basis.
	Work with dog owners and those impacted by barking to assist in the reduction.	Number of dog owners educated. Reduction in the number of repeat barking dog complaints over the life of the plan.
	Promote options that allow neighbours to resolve barking dog matters without Council involvement.	Reduction in the number of barking dog complaints received over the life of the plan.
	Ensure compliance with limits on dog numbers in private premises under the Dogs By-law.	Number of compliance matters investigated and outcomes. Number of permit applications.
	Appropriate enforcement action undertaken where continued non-compliance with nuisance dog laws occurs.	Number of dog barking matters investigated and outcomes.
5.2 Educate dog owners on the major reasons for barking and ways to reduce barking.	Educate dog owners on the benefits of socialisation and training of dogs.	Evidence use of various mediums to distribute information and promote socialisation and training of dogs.
	Educate dog owners on effective strategies to reduce barking.	Evidence use of various mediums to distribute information and promote strategies to reduce barking.

**Strategy six: Dog harassment, attacks and wandering.**

Dog owners are responsible for their dog's behaviour. It is an offence for a dog to attack, harass or chase a person or another animal. The person responsible for the dog (whether or not they are the registered owner) is considered to be the person who has control of the dog at the time of the offence.

The Act and By-laws do not allow dogs to wander except where off leash provisions allow.

Dogs wandering are at risk of injury (such as vehicle accidents) and can be a threat to other animals and members of the community. Council has implemented procedures to minimise these risks.

Council uses education and enforcement to prevent wandering. When a dog is found wandering at large the priority is to return the dog to its owner in a timely manner and educate the owner. In some cases, an infringement will be issued to the dog owner or responsible person.



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Objectives	Actions	Measures
6.1 Continuously improve initiatives aimed at reducing risks of dog attacks.	Promote training and socialisation of dogs.	Evidence use of various mediums to distribute information and promote socialisation and training of dogs.
	Provide information to dog owners about the importance of fully secured properties for dogs.	Evidence use of various mediums to distribute information and promote the importance of fully secured properties.
	Promote and educate on bite avoidance, supervision of children whilst in contact with dogs and preventative measures to minimise the risk of dog attacks.	Evidence use of various mediums to distribute information promoting preventative measures to minimise the risk of dog attacks.
	Authorised Officers to conduct proactive monitoring around 'hot spots' where harassments and attacks occur e.g., dog parks and other public areas.	Number of patrols undertaken annually.
	Promote and encourage the reporting of all dog attacks.	Use media and other platforms to inform the public about reporting requirements.
	Investigate all reports of alleged dog harassment and attacks.	All matters investigated in full and recorded on DACO. Number of matters investigated.
	Appropriate enforcement action undertaken where an offence has occurred.	Number of Orders issued.
6.2 Reduce the number of dogs wandering at large and/or not under effective control.	Provide information to dog owners about the importance of fully secured properties, and risks of dog escape during storms and fireworks.	Evidence use of various mediums to distribute information promoting relevant measures.
	Promote the requirement for dog owners to keep their dogs under effective control when in public areas.	Evidence use of various mediums to distribute information promoting dog control measures.
	Provide a 24 hours 7 days per week service for investigation of wandering dogs.	Maintain an afterhours service contractor; number of wandering dog matters investigated after hours.
	Appropriate enforcement action undertaken for dogs found wandering at large or not under effective control.	Statistics on number of investigations and outcomes.





Strategy seven: Responsible dog management at Council reserves and open spaces

The City of Marion owns, develops and manages a network of open spaces ranging from small parks to large reserves. Open spaces contribute to a healthy city and community and the health and wellbeing of residents and visitors through the provision of recreation opportunities and natural environments.

The City of Marion recognises the physical and mental health benefits of dog ownership and is committed to providing residents and visitors with open spaces to enjoy with their animals. Dogs are welcome at most of our open spaces in either an 'on-leash' or 'off-leash' capacity. Dogs are not permitted in a small number of reserves. Appendix A of this document contains a list of dog exercise areas.

In areas where dogs are permitted to be off-leash they must still be under effective control i.e., the dog is trained and will always return when called, is never out of sight and will not demonstrate hostility

to people or other animals. In addition, dogs must be on a lead within 5 metres of any playground, at the wetlands, or at any park where organised sport is being played.

Under the *Dog and Cat Management Act*, a dog owner or the person responsible for a dog at the time is responsible for the immediate removal of any faeces deposited by their dog in any public place. Under the City of Marion's Dogs By-law number 4, a person must not, on local government land or on any road or footpath, be in control of a dog, unless the person has, in their possession, a bag or other object for the purpose of picking up and lawfully disposing of any dog faeces. Several of City of Marion's reserves have free plastic bags available from a dispenser to assist dog owners.

Objectives	Actions	Measures
7.1 Ensure Council reserves and open spaces are suitable for off-leash or on-leash activities.	Review all reserves and open spaces within the council area for suitability.	Review of all areas undertaken over the life of this Plan.
	Use data to identify hot spots for public dog harassment/attack complaints and focus patrols accordingly.	Monthly statistics collected on number of complaints received and locations.
	Investigate potential dog prohibited areas under the Dogs By-law.	Number of potential areas investigated.
7.2 Continued education about the responsible usage of public areas, e.g. reserves and dog parks, Hallett Cove Beach.	Use media and other platforms to inform the public of the need for dogs to be under effective control in public areas.	Evidence use of various mediums to distribute information promoting relevant measures.
7.3 Enhance the amenity of the environment by the management of dog faeces in public areas.	Promotion, education, and enforcement of the legal requirement to pick up one's own dog's faeces in public places, including the requirement for persons to have in their possession a bag or container for the collection and disposal of dog faeces.	Number of complaints/enquiries received where faeces are an issue. Number of cautions or expiations issued for breach of requirements. Number of people educated on legal requirements. Number of patrols of Council reserves and open spaces undertaken annually. Evidence use of various mediums to distribute information promoting requirements.
	Continue to review the location and availability of dog waste bag dispensers.	Review of all areas undertaken over the life of this Plan.



Strategy eight: Nuisance cats

The City of Marion recognises the value to our community cats provide as companion animals. However, cats can also pose negative consequences such as impacts on ecosystems, residential amenity, predation and spread of disease. The Australian Veterinary Association identifies four distinct populations of cats in Australia:

- **Owned cats:** Live in a domestic household, are usually named, have a form of identification, depend on humans for food and are generally desexed, vaccinated, microchipped and given parasite control.
- **Semi-owned cats:** Generally dependent on humans for food and shelter. Fed by members of the public who do not perceive ownership for the cat. Generally not desexed, vaccinated, microchipped or given parasite control. Can spread of disease.
- **Un-owned cats:** Not intentionally fed but are at least partly dependent on humans for food e.g. scavenging from human rubbish. Not desexed, vaccinated, microchipped or given parasite control. Can spread disease.
- **Feral cats:** Estimated population of 2.07 million in Australia. Live independently of humans. Tend to be solitary and their territory can be large and variable, depending on resources. Estimated that they kill up to 1553 million animals per year most of which are native animals.

Nuisance cat behaviour can be dealt with either under the City of Marion Cats By-law No 6 cats or through the *Local Nuisance and Litter Control Act 2016*. Nuisance behaviour is defined as:

- Behaviour that unreasonably interferes with the peace, comfort or convenience of a person.
- Damages or adverse impact upon native flora and fauna.
- Acts in a manner that is injurious to a persons real or personal property.
- Wanders on to land without the consent of the owner or occupier of the land.

Where a cat is found to be causing a nuisance, Authorised Officers may require the owner of a cat to take action or other measures to prevent nuisance behaviour. Where cats cannot be identified (such as semi-owned, un-owned or feral cats) they will be taken to the RSPCA.

Any cats found trapped in cages must be released within 12 hours of being trapped by one of the following methods:

- Released where caught.
- Taken to a veterinarian with within the City of Marion.
- Taken to an animal welfare agency used by the City of Marion (RSPCA or Animal Welfare League).

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Objectives	Actions	Measures
8.1 Reduce the incidence of public and environmental nuisance caused by cats.	Review of Cat Nuisance Procedure with a view to ongoing process improvement.	Procedure reviewed and updated on an ongoing basis.
	Investigate 'cat free' areas under the Cats By-law.	Number of potential cat free areas investigated over the life of this Plan.
	Provision of traps to trap cats where a potential nuisance matter exists.	Number of traps set by Council/leased to residents.
	Continue offering free cat registration.	Registration concessions reviewed annually as part of Fees & Charges Schedule review.
	Cat management is considered in Council's Remnant Native Vegetation Plan.	Included in Remnant Native Vegetation Plan.
	Ensure all cat nuisance complaints are investigated in a timely manner, and appropriate enforcement action undertaken.	Number of matters investigated, timeframes and outcomes. Number of cautions/expiations issued. Monthly statistics collected on the number of public and environmental nuisance complaints received.
	Ensure cat owners are aware of the Cats By-law requirements relating to curfew and nuisance.	Evidence use of various mediums to distribute information and promote by-law requirements.
8.2 Promote responsible cat ownership.	Encourage cat owners to undertake routine preventative measures such as vaccination and parasite control.	Evidence use of various mediums to distribute information and promote disease prevention.
	Educate cat owners to develop strategies to securely confine their cats.	Evidence use of various mediums to distribute information and promote confinement strategies.
	Support and encourage people responsible for 'semi-owned' cats to take full ownership.	Evidence use of various mediums to distribute information and promote full ownership of cats.



Strategy nine: Breeders

At the 2022 State Election, the government committed to Banning Puppy Factories with specific commitments to:

- Ensure standards governing commercial breeding of companion animals in South Australia.
- Introduce a cap on dog numbers in commercial breeding facilities and a limit on how many litters a dog can have.
- Introduce a limit on the number of breeding females in commercial kennels to be no more than the most strict state in Australia.

Section 68 of the *Dog and Cat Management Act* allows the Board to register a person as a breeder upon application. The Act also outlines rules to regulate breeding and the sale of dogs and cats and provides Council with powers to investigate alleged unlawful breeders. Anyone selling a dog or cat they have bred must follow the following rules:

- Uphold welfare standards for breeding animals.
- Register as a breeder in Dogs and Cats Online.
- Adhere to advertising rules.
- Microchip dogs and cats before sale.
- Information for purchasers.
- Understanding the desexing laws.

Objectives	Actions	Measures
9.1 All dog and cat breeders are registered and meet selling compliance requirements.	Ongoing review of the DACO database to identify breeders that have not re-registered and follow up.	Number of follow-ups conducted by staff. Reduction in the number of expiations issued for non-compliance with breeder registration requirements. Use media and other platforms to inform breeders of registration requirements.
	Ongoing review of advertisements for sale of dogs and cats to ensure breeder registration and selling compliance.	Number of reviews conducted by staff. Increased breeder compliance when selling animals.



Strategy 10: Animal detention and welfare

Council makes every effort to reunite lost dogs and cats with their owners as soon as possible to minimise stress and anxiety on the animal and reduce the burden on holding facilities.

Where a dog or cat can be identified by microchip or registration disc, Community Safety Inspectors will attempt to reunite the animal with its owner on the same day. Unidentified animals will be impounded in accordance with *Dog and Cat Management Act* requirements.

In certain circumstances Community Safety Inspectors are required to detain or seize dogs. It is imperative these dogs have a safe place to be held during these times. Currently the City of Marion has a contract with the RSPCA to safely hold dogs for the mandated required time, and also has a contract with the Animal Welfare League as a reserve option.

Objectives	Actions	Measures
10.1 To ensure that lost, detained or seized dogs and cats have a safe holding place.	Maintain contracts with relevant agencies for the detention and holding of animals.	Contracts maintained with relevant agencies, including backup options.
	Continued engagement with animal welfare agencies and relevant stakeholders to understand animal welfare matters, and capacity issues at animal shelters.	Monthly reports received from welfare agencies. Relevant stakeholders invited to participate in community events and advisory groups.
10.2 Where possible, return lost, detained or seized dogs and cats to owners as soon as possible, minimising stress on animals and the need for detention at holding facilities.	Authorised officers appropriately trained in dog and cat handling procedures.	Training included in Community Safety Inspector Performance Development Plans.
	Authorised Officers contact owners as soon as possible to arrange for same day return of animals.	Percentage reduction in the number of identifiable dogs and cats taken to holding facilities.
	Promote microchipping and wearing of identification tags to assist in identifying wandering dogs and cats.	Evidence use of various mediums to distribute information and promote wearing of identification tags.



Strategy 11: Management of other animals

Birds and poultry

The majority of animal complaints received by the City of Marion relate to dogs and cats, however complaints are also received in relation to birds and poultry.

The City of Marion's By-law No 7 Animal Management came into operation from 1 January 2023. The by-law requires a person to obtain permission from Council to keep a rooster or peacock on residential land, or on land abutting residential land.

Where a complaint regarding bird nuisance is received, this will be investigated for compliance with the by-law. A balanced approach is taken to ensure animals do not cause a nuisance.



Objectives	Actions	Measures
11.1 Ensure sufficient processes are in place to manage and enforce By-law Number 7 Animal Management 2021.	Procedure developed and reviewed with a view to ongoing process improvement	Procedure reviewed and updated on an ongoing basis, including record of number of permit applications received.
	Appropriate enforcement action undertaken where an offence has occurred.	Number of complaints investigated and outcomes.
	Authorised Officers are trained in handling birds and other animals.	Training included in Community Safety Inspector Performance Development Plans.
11.2 Promotion to owners regarding the appropriate keeping of birds and poultry.	Use media and other platforms to inform the public about keeping of birds and poultry.	Evidence use of various mediums to distribute information and promote appropriate keeping of birds and poultry.

Other Animals

Nuisance complaints relating to other animals can be dealt with under the *Local Nuisance and Litter Control Act* and the City of Marion By-Laws.

Where the City of Marion receives a complaint regarding an animal nuisance, Community Safety Inspectors will liaise with the owner of the animal and work towards achieving a solution where the animal no longer poses a nuisance to neighbours or the public.

Where a solution cannot be negotiated an Abatement Notice under the *Local Nuisance and Litter Control Act* may be placed on the owner of that animal requiring that person to do or to refrain from doing certain things, to abate a nuisance or a hazard to health or safety associated the animal.

Bees

The legislative requirements and industry best practice that govern and guide the keeping of honeybees include:

- *Livestock Act 1997*.
- Australian Honey Bee Industry Biosecurity Code of Practice.
- South Australian Code of Practice for Apiculture Management.

The City of Marion does not currently have any by-laws relating to the keeping of bees. If the bees become a nuisance to neighbouring properties, Council is able to deal with nuisance keeping of bees under the *Local Nuisance and Litter Control Act, 2016*.

If bees are being kept so that they are considered to be a nuisance and or hazard, an Abatement Notice can be placed on the owner of the bees, to either remove the bees or to modify how or where the bees are kept.

The City of Marion is not able to deal with bees that are in their natural habitat, as this is exempt from the *Local Nuisance and Litter Control Act*. The City of Marion can arrange the removal of bees from Council owned land where they pose a hazard to the community.

If a bee hive is required to be removed from private property, the owner of that property is responsible for the removal of the bee hive.

European Wasps

Where a European Wasp nest is found on Council land and is causing a hazard, Council's Community Safety Inspectors will attend and make an assessment. If the nest is considered to cause a hazard or danger to the community Council will arrange for the removal of the nest. When a European Wasp nest is located on private property and is causing a nuisance to neighbouring properties, the owner of the property is required to arrange removal of the nest.

Foxes

Foxes are now considered established in the landscape and eradication programs are not always effective. There are some fox control programs throughout Adelaide that are usually targeted at key sites to protect threatened species. Council is responsible for the control of foxes on Council owned land under the *Landscape South Australia Act 2019*. The City of Marion's Biodiversity and Open Space teams contain pest and plant control officers who are delegated to implement fox control programs throughout City of Marion sites.

Landowners are responsible for the control of foxes on their properties under the *Landscape South Australia Act 2019*. It is illegal to keep a fox as a pet or for rescue in South Australia. It is also illegal to move or release a fox in South Australia. Where a resident experiences problem foxes entering private land they can contact Landscape SA who may be able to assist them with eradication measures such as baiting or cage trapping. For more information visit: landscape.sa.gov.au

Reporting feral foxes

FoxScan provides a tool for reporting of foxes, management activities undertaken and photos of the impacts of foxes. This information is used to identify practical solutions to fox problems. More information about fox control can be found at:

- Pestsmart connect: pestsmart.org.au
- European Red fox control advice: landscape.sa.gov.au

Private contractors are available to eradicate foxes where the actual location of the den is known. For more information: pir.sa.gov.au/biosecurity/introduced-pest-feral-animals/find_a_pest_animal/foxes

Horses

Horse related complaints are investigated and are dealt with under the appropriate legislation. The issue of horses on roads and footpaths is dealt with by SAPOL (South Australia Police) under the *South Australian Road Traffic Act*.

Koalas

Koalas are wild animals that occur naturally within the metropolitan area. Any issues relating to koalas are usually dealt with by the Department for Environment and Water who can be contacted if a koala is sick, orphaned or endangering human life. Contact during business hours on 7226 0017 or alternatively residents can contact the Fauna Rescue, Koala Rescue Hotline on 1300 562 527.

Native birds and native animals

All native mammals, birds and reptiles are protected throughout South Australia under the *National Parks and Wildlife Act, 1972* (excluding unprotected species listed in Schedule 10 of that Act).

The Act is administered by the Department for Environment and Water. Landholders can obtain a permit to destroy protected native animals that are causing environmental or economic damage to property or land or where there is a risk to public safety.

A permit is required from the Department of Environment and Water to destroy unprotected native birds and animals where the destruction involves trapping and gassing. Only qualified and authorised pest controllers are legally allowed to remove certain birds via lethal shooting or sedation methods.

A permit must be obtained prior to trapping a possum. Residents can seek information and permission from the Department for Environment and Water or alternatively residents can refer to the Yellow Pages and contact a pest control company for a fee.

Pest controllers providing a possum removal service require a permit to trap and release possums. This grants approval for a pest controller to trap and release possums on behalf of a resident.

Rescue of injured birds and animals

Should a native bird or animal be found injured there are agencies that will attend and assist:

- Fauna Rescue of South Australia Incorporated: faunarescue.org.au.
- Wildlife hotline (24 hours): (08) 8289 0896.
- Koala Rescue hotline (24 hours): 1300 562 527.
- Bats including Microbats & Flying Foxes Rescue hotline (24 hours): 08 8486 1139.
- Native Animal Network SA.

Networks are run by volunteers in different areas and as such contact details of networks can change.

For up-to-date contact details, an internet search is recommended: fauna.org.au/native-animal-network

Pigeons

Feral pigeons can be public health pests. They can be common in the urban environment and can cause damage to property, be a nuisance and pose a risk to human health. Pigeons and their droppings can also cause damage to the buildings they reside, perch or nest in.

Where a resident experiences a pigeon problem there are many techniques that can be used to reduce or remove the population such as removing food sources, pigeon proofing buildings, nest removal and scare devices.

The feeding of non-domestic or feral pigeons which may cause a nuisance is an offence under the *Local Nuisance and Litter Control Act 2016*. Residents are encouraged not to feed pigeons as this can attract pigeons to an area in search of an ongoing food source. If feeding pigeons causes nuisance a Community Safety Inspector may investigate the matter and issue an Abatement Order directing a person/s to cease the activity.

Where pigeons are homing/gathering on private property and causing a nuisance, landowners are responsible for their removal. If the landowner does not address this issue and the pigeons are causing

a nuisance to neighbouring properties, Community Safety Inspectors can issue require the landowner to take measures to remove the pigeons. A qualified pest controller can be contacted to assist with removal through either lethal or non-lethal control.

More information can be found at: marion.sa.gov.au/assets-staging-volume/Pigeon-Brochure.pdf

Snakes

The City of Marion's Community Safety Inspectors are not authorised to deal with snakes on private property. It is recommended that residents contact a professional snake catching service and monitor where the snake travels while waiting for that professional service to respond so that the snake can be captured and relocated.

It is very important to remain a safe distance from the snake. Where a snake is on Council land, contact the City of Marion's Customer Service Centre on 8375 6600 during business hours and on 8375 6666 after hours.

Stock

Any wandering stock located in the City of Marion will be dealt with under the *Impounding Act, 1920* and the relevant authority or service will be advised to collect the animals will be contacted.

This includes: ox, cow, steer, heifer, bull, calf, ewe, sheep, wether, lamb, ram, mare, gelding, stallion, colt, filly, foal, mule, ass, camel, deer, goat and pig.

Wandering cattle is not a major issue within the City of Marion but can occur in the southern part of the council area of the where there are farms and hobby farms.





Appendix A: Links to relevant documents

Animal Welfare Act 1985:

[ANIMAL WELFARE ACT 1985 \(austlii.edu.au\)](https://austlii.edu.au/au/other/dfat/special/awact1985/)

Animal Welfare League:

[Home](#) | [AWL](#) | [Animal Welfare League](#)

Australian Veterinary Association – Management of cats in Australia:

[Management of cats in Australia \(ava.com.au\)](https://ava.com.au/management-of-cats-in-australia/)

By law No 4 Dogs 2021:

[By-law-No-4-Dogs-2021_2021-12-15-043011_cixu.pdf \(marion.sa.gov.au\)](#)

By-law No 6 Cats 2021:

[By-law-No-6-Cats-2021_2021-12-15-043012_lqgd.pdf \(marion.sa.gov.au\)](#)

By law no 7 Animal Management:

[By-law-No-7-Animal-Management-2021_2021-12-15-043012_mmvg.pdf \(marion.sa.gov.au\)](#)

City of Marion Strategic Plan:

[Strategic-Plan-2019-2029.pdf \(marion.sa.gov.au\)](#)

Dog and Cat Management Act 1995:

[Dog and Cat Management Act 1995 \(legislation.sa.gov.au\)](https://legislation.sa.gov.au/legislat/1995/act/0000/0000.htm)

Dog and Cat Management Regulations 2017:

[Dog and Cat Management Regulations 2017 \(legislation.sa.gov.au\)](https://legislation.sa.gov.au/legislat/2017/reg/0000/0000.htm)

Local Nuisance and Litter Control Act 2016:

[Local Nuisance and Litter Control Act 2016 \(legislation.sa.gov.au\)](https://legislation.sa.gov.au/legislat/2016/act/0000/0000.htm)

National Desexing Network:

[National Desexing Network - Discounted Desexing \(ndn.org.au\)](https://ndn.org.au/)

RSPCA:

[Responsible Pet Ownership](#) | [RSPCA Australia](#)

Dog exercise off-leash and on-leash areas

List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Audrey Street Reserve	ASCOT PARK		•
Daws Road Reserve	ASCOT PARK		•
First Avenue Reserve	ASCOT PARK		•
Joan Herraman Reserve	ASCOT PARK		•
Maesbury Circuit Reserve	ASCOT PARK	•	
Marion Road Triangle NE of Railway Bridge	ASCOT PARK		•
Fairford House Gardens	BEDFORD PARK		•
Fairford House Reserve	BEDFORD PARK		•
Tjirbruki Gateway	BEDFORD PARK		•
Warriparinga Wetlands	BEDFORD PARK		•
Byron Avenue Reserve	CLOVELLY PARK		•
Chestnut Court Reserve	CLOVELLY PARK	•	
Cohen Court Reserve	CLOVELLY PARK	•	
Graham Watts Reserve	CLOVELLY PARK		•
Kensington Street Reserve	CLOVELLY PARK	•	
Rosslyn Street Reserve	CLOVELLY PARK	•	
York Avenue Reserve	CLOVELLY PARK		•
Grace Road Reserve	DARLINGTON	•	
Mostyn Road Reserve	DARLINGTON	•	
Nathan Court Reserve	DARLINGTON		•
Branksome Terrace Reserve	DOVER GARDENS	•	
Bristol Street Reserve	DOVER GARDENS	•	
Crown Street Reserve	DOVER GARDENS	•	
McKay Street Reserve	DOVER GARDENS		•
Scarborough Terrace Reserve	DOVER GARDENS	•	
Vinall Street Reserve	DOVER GARDENS	•	
Dumbarton Avenue Reserve	EDWARDSTOWN	•	
Dumbarton Avenue Playground	EDWARDSATOWN	NO DOGS	
Raglan Avenue Reserve	EDWARDSTOWN		•
The Crescent Reserve	EDWARDSTOWN		•
Weaver Street Reserve	EDWARDSTOWN		•
Wright Street Reserve	EDWARDSTOWN		•
Yanyarrie Avenue Reserve	EDWARDSTOWN		•
Glandore Community Centre	GLANDORE		•
Glandore Oval	GLANDORE	•	
Breakout Creek Reserve	GLENGOWRIE		•

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List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Breakout Creek Reserve Central	GLENGOWRIE	•	
Breakout Creek Reserve South	GLENGOWRIE	•	
Hazelmere Road Reserve	GLENGOWRIE	•	
Hazelmere Road Reserve Playground	GLENGOWRIE	NO DOGS	
Joan Avenue Reserve	GLENGOWRIE		•
Kappler Court Verge	GLENGOWRIE		•
Stanley Street Reserve	GLENGOWRIE		•
Willoughby Avenue Reserve	GLENGOWRIE	•	
Admella Court Reserve	HALLETT COVE	•	
Antonia Circuit Reserve	HALLETT COVE	•	
Arachne Drive Reserve	HALLETT COVE	•	
Arafura Court Reserve	HALLETT COVE	•	
Aroona Road Reserve	HALLETT COVE	•	
Beeches Road Reserve	HALLETT COVE	•	
Capella Drive Reserve	HALLETT COVE	•	
Capella Skate Park	HALLETT COVE		•
Caswell Drive Reserve	HALLETT COVE	•	
Central Avenue Reserve	HALLETT COVE		•
Central Avenue Reserve 2	HALLETT COVE	•	
Chatsworth Court Reserve	HALLETT COVE		•
Clifftop Crescent Reserve	HALLETT COVE	•	
Columbia Crescent Reserve	HALLETT COVE	•	
Coorabie Crescent Reserve	HALLETT COVE	•	
Cormorant Drive Reserve 1	HALLETT COVE	•	
Cormorant Drive Reserve 2	HALLETT COVE	•	
Fairhill Street Reserve	HALLETT COVE	•	
Field River Outlet (foreshore/portion of Coastal Walking Trail)	HALLETT COVE		•
Fryer Street Reserve	HALLETT COVE	•	
Glade Crescent Reserve	HALLETT COVE		•
Grand Central Avenue Reserve	HALLETT COVE		•
Gretel Crescent Reserve	HALLETT COVE	•	
Heron Way Reserve	HALLETT COVE		•
Kalmia Court Reserve	HALLETT COVE	•	
Koomooloo Crescent Reserve	HALLETT COVE		•
Kurnabinna Terrace Reserve	HALLETT COVE	•	

List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Lapwing Street Reserve	HALLETT COVE	•	
Linear Park Reserve	HALLETT COVE	•	
Lucretia Way Reserve	HALLETT COVE	•	
Lucretia Way Wetland	HALLETT COVE		•
Manoora Drive Reserve	HALLETT COVE		•
Manunda Way Reserve	HALLETT COVE		•
Mema Court Reserve	HALLETT COVE		•
Nannigai Drive Reserve	HALLETT COVE		•
Oakvale Way Reserve	HALLETT COVE		•
Olivier Terrace Reserve	HALLETT COVE	•	
Pavana Reserve	HALLETT COVE	•	
Perry Barr Farm	HALLETT COVE	•	
Ragamuffin Drive Reserve	HALLETT COVE	•	
Resolute Crescent Reserve	HALLETT COVE		•
Shamrock Road Reserve	HALLETT COVE	•	
Skipper Close Reserve	HALLETT COVE	•	
The Cove Oval and Sports Club	HALLETT COVE	•	
The Esplanade Reserve	HALLETT COVE	•	
Weerab Drive Reserve	HALLETT COVE	•	
Zwerner Drive Reserve	HALLETT COVE	•	
Bandon Terrace Reserve	MARINO		•
Esplanade Reserve Marino	MARINO	•	
Holder Parade Reserve	MARINO	•	
Marino Community Hall	MARINO		•
Marino Rocks Reserve	MARINO		•
McConnell Avenue Reserve	MARINO	•	
Newland Avenue Linear Park	MARINO	•	
Newland Avenue Reserve	MARINO		•
Nimboya Road Reserve	MARINO		•
Robertson Place Reserve	MARINO	•	
Westcliff North End Reserve	MARINO		•
Westcliff Reserve	MARINO	•	
Alison Avenue Reserve	MARION	•	
Ben Pethick Reserve	MARION		•
Brabham Straight	MARION		•
Chambers Street Reserve	MARION		•

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List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
George Street Reserve	MARION	•	
Jasmine Avenue Reserve	MARION	•	
Marion Oval	MARION	•	
Nicholas Road Reserve	MARION	•	
Oakleigh Road Reserve	MARION	•	
Tilley Court Reserve	MARION		•
Alawoona Avenue Reserve 1	MITCHELL PARK	•	
Alawoona Avenue Reserve 2	MITCHELL PARK	•	
Brenda Street Reserve	MITCHELL PARK		•
Maldon Avenue Reserve	MITCHELL PARK	•	
Mitchell Park Dog Club	MITCHELL PARK	•	
Mitchell Park Oval/Reserve	MITCHELL PARK	•	
Penrith Court Reserve	MITCHELL PARK		•
Peterson Avenue Reserve	MITCHELL PARK		•
Quick Road Reserve	MITCHELL PARK	•	
Quick Road Reserve B	MITCHELL PARK	•	
Sampson Road Reserve	MITCHELL PARK	•	
Tarturninthe	MITCHELL PARK	•	
Terra Avenue Reserve	MITCHELL PARK	•	
Thorne Crescent Reserve	MITCHELL PARK		•
Tonsley Reserve	MITCHELL PARK	•	
Trowbridge Avenue Reserve	MITCHELL PARK	•	
Appleby Road Reserve	MORPHETTVILLE	•	
Chittleborough Reserve No 1	MORPHETTVILLE	•	
Chittleborough Reserve No 2	MORPHETTVILLE	•	
Clifton Avenue Reserve	MORPHETTVILLE		•
Denham Avenue Reserve	MORPHETTVILLE	•	
Everest Avenue Reserve	MORPHETTVILLE	•	
Kellett Reserve Land	MORPHETTVILLE		•
Kellett Reserve Oval	MORPHETTVILLE	•	
McKellar Terrace Reserve	MORPHETTVILLE		•
Na Botto Reserve	MORPHETTVILLE	•	
Rosedale Avenue Reserve	MORPHETTVILLE	•	
Christopher Grove Reserve	O HALLORAN HILL	•	
Matthew Street Reserve	O HALLORAN HILL	•	
Morphett Road Reserve	O HALLORAN HILL	•	

List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Peter Court Reserve	O HALLORAN HILL	•	
South Road Reserve2	O HALLORAN HILL	•	
Bombay Street Reserve	OAKLANDS PARK	•	
Diagonal Way Reserve	OAKLANDS PARK		•
Dwyer Road Reserve	OAKLANDS PARK	•	
Jacaranda Grove Reserve - Peppertree Reserve	OAKLANDS PARK	•	
Kenton Avenue Reserve	OAKLANDS PARK	•	
Oaklands Estate Reserve	OAKLANDS PARK	•	
Oaklands Wetland	OAKLANDS PARK		•
Oliphant Avenue Reserve - (small)	OAKLANDS PARK	•	
Oliphant Avenue Reserve A - (large)	OAKLANDS PARK	•	
Rajah Street Reserve	OAKLANDS PARK	•	
Westminster Reserve - Western Cnr	OAKLANDS PARK		•
Cowra Crescent Reserve 1	PARK HOLME	•	
Cowra Crescent Reserve 2	PARK HOLME	•	
Hendrie Street Reserve	PARK HOLME	•	
Hendrie Street Playground	PARK HOLME	NO DOGS	
Marion Outdoor Pool Reserve (Excluding pool grounds)	PARK HOLME		•
Mulcra Avenue Reserve	PARK HOLME		•
O'Halloran Terrace Reserve	PARK HOLME		•
Parsons Grove Reserve	PARK HOLME	•	
Woodforde Family Reserve	PARK HOLME		•
Aldridge Avenue Reserve	PLYMPTON PARK		•
Elizabeth Ryan Reserve	PLYMPTON PARK		•
Plympton Oval	PLYMPTON PARK	•	
Teesdale Crescent Reserve	PLYMPTON PARK	•	
Clubhouse Road Hall	SEACLIFF PARK		•
Gully Road Reserve North	SEACLIFF PARK	•	
Gully Road Reserve South	SEACLIFF PARK	•	
Marion Golf Course	SEACLIFF PARK		•
Oceana Reserve	SEACLIFF PARK		•
West Street Reserve	SEACLIFF PARK	•	
Harbrow Grove Reserve	SEACOMBE GARDENS	•	
Kent Avenue Reserve	SEACOMBE GARDENS	•	

City of Marion
Animal Management Plan
2023-2028

List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Ramsay Avenue Reserve	SEACOMBE GARDENS		•
Russell Avenue Reserve	SEACOMBE GARDENS	•	
Sandery Avenue Reserve	SEACOMBE GARDENS		•
Waratah Square Reserve	SEACOMBE GARDENS	•	
Alpine Road Reserve	SEACOMBE HEIGHTS	•	
Crystal Street Reserve	SEACOMBE HEIGHTS	•	
Dana Court	SEACOMBE HEIGHTS		•
Tarnham Road Reserve	SEACOMBE HEIGHTS		•
Vista Street Reserve	SEACOMBE HEIGHTS	•	
Cadell Street Reserve	SEAVIEW DOWNS	•	
Eyre Street Reserve	SEAVIEW DOWNS		•
Hume Street Reserve	SEAVIEW DOWNS	•	
Karkoo Street Reserve	SEAVIEW DOWNS		•
Mitchell Street Reserve	SEAVIEW DOWNS		•
Roy Lander Reserve	SEAVIEW DOWNS	•	
Alia Drive Reserve	SHEIDOW PARK		•
Berrima Road Reserve	SHEIDOW PARK	•	
Brooklyn Drive Reserve	SHEIDOW PARK	•	
Clare Avenue Reserve	SHEIDOW PARK		•
Elura Avenue Reserve	SHEIDOW PARK	•	
Enginehouse Court Reserve	SHEIDOW PARK	•	
Eurelia Road Reserve	SHEIDOW PARK		•
Hallett Close Reserve	SHEIDOW PARK	•	
Hamilton Court Reserve	SHEIDOW PARK		•
Heysen Drive Reserve	SHEIDOW PARK	•	
Hugh Johnson Boulevard Reserve	SHEIDOW PARK	•	
Islington Drive Reserve	SHEIDOW PARK	•	
Lander Road Reserve	SHEIDOW PARK	•	
Miners Court Reserve	SHEIDOW PARK	•	

List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Montague Drive Reserve	SHEIDOW PARK	•	
Morford Reserve	SHEIDOW PARK	•	
Nari Drive Reserve	SHEIDOW PARK	•	
Sandy Glass Court Reserve	SHEIDOW PARK		•
Southbank Boulevard Reserve	SHEIDOW PARK	•	
Spinnaker Circuit Reserve - East	SHEIDOW PARK	•	
Spinnaker Circuit Reserve - West	SHEIDOW PARK		•
Westall Way Reserve	SHEIDOW PARK		•
Young Street Reserve	SHEIDOW PARK	•	
Edwardstown Memorial Oval (Grassed Area)	SOUTH PLYMPTON	•	
Edwardstown Velodrome	SOUTH PLYMPTON		•
Jervois Street Reserve	SOUTH PLYMPTON	•	
Jervois Street Playground	SOUTH PLYMPTON	NO DOGS	
Yapinga Street Reserve	SOUTH PLYMPTON		•
Brolga Place Reserve	STURT		•
Hawkesbury Avenue Reserve	STURT		•
Myer Road Reserve	STURT	•	
Rosefield Lane Reserve	STURT	•	
Travers Street Reserve	STURT	•	
Barton Drive Reserve	TROTT PARK		•
Bayley Circuit Reserve	TROTT PARK	•	
Chifley Crescent Reserve	TROTT PARK	•	
Doulton Drive Reserve	TROTT PARK	•	
French Crescent Reserve	TROTT PARK	•	
Hessing Crescent Reserve	TROTT PARK	•	
Hughes Court Reserve	TROTT PARK	•	
Klippel Avenue Reserve	TROTT PARK	•	
Perceval Crescent Reserve	TROTT PARK	•	
Phyllis Court Reserve	TROTT PARK	•	
Reserve Street Reserve	TROTT PARK	•	
Scarvel Avenue Reserve	TROTT PARK	•	
South Road Reserve	TROTT PARK	•	
Strutt Court Reserve	TROTT PARK	•	
Tyson Avenue Reserve	TROTT PARK	•	
Wistow Crescent Reserve	TROTT PARK		•
Addison Road Reserve	WARRADALE		•

City of Marion
Animal Management Plan
2023-2028

List of Reserves/Parks in the City of Marion	Suburb	Dog Exercise Area (Off Leash)	Dog On Leash
Ballara Park Reserve	WARRADALE		•
Hamilton Park Reserve	WARRADALE		•
Marion Community House	WARRADALE		•
Warradale Park Reserve	WARRADALE	•	
Coast to Vines Rail Trail			•
Marion Coastal Walking Trail			•
Mike Turtur Bikeway			•
Sturt River Linear Park			•



Review of the 2018-2023 Animal Management Plan

Strategy	Actions	Timeline	Key Measure	Actions/Achievements	Retained in new plan?
1.1	Effective and appropriate use of legislation and By-Laws to manage animals and enforce breaches of the Dog and Cat Management Act, Local Nuisance and Litter Control Act and By-Laws.	Annually	Statistics related to enforcement and management. Dog and Cat Management Board's compliance audits indicate Council compliant.	Statistics collected and reviewed on a regular basis. Refer statistics. Annual reports sent to the Board have been accepted. All audits of Council statistics, use of DACO and general operations indicate CoM is compliant.	Yes. Included in various actions where data collection is required. Yes. Strategy 1, objective 1.2.
1.2	Officers are informed and provided with the appropriate training regarding the Dog and Cat Management Act, By-Laws and are kept up to date with new or emerging practices, as well as best practice identified by other Councils through formal training and networks.	Ongoing	Record of training; type and number of training sessions. Review of SOP completed end of 2019 and 2021. Attendance at Dog and Cat Management Board's Senior Officers' meetings. Annual review of staff skills to identify training	Training set and reviewed in the annual PDP process. HR department maintain record of trainings. SOP's have been reviewed annually. Leadership and senior staff have attended all Senior Animal Management meetings. Included in PDP process.	Yes. Strategy 1, objective 1.3. Yes. Strategy 1, objective 1.2. Yes. Strategy 1, objective 1.4. Yes Strategy 1, objective 1.4.
1.3	Identify trend issues via survey and/or customer feedback, analysis of customer events (customer requests) and resources required for education and enforcement regarding animal management.	Ongoing	Identify at least one key issue/trend per year and record activities/initiatives towards trend/issue.	This has been achieved through regular process improvement. Key areas focussed on include cat nuisance, microchipping, barking dogs and dog attacks.	Yes. Strategy 1, objective 1.4.
	Promote the role of Animal Management Officers, both within Council and in the wider community.		Participation in at least one community event per year, eg attendance at dog park openings or dog or cat club information evenings. Number of examples via Council media that promote the role of Animal Management Officers.	This has been achieved – example of events includes annual Chip Blitz, Greyhound off-leash events, attendance at dog park openings, community event at Westfield Marion, the opening of Mitchell Park Community Centre and CoM Leadership forum.	Yes. Incorporated into multiple strategies in the new plan relating to education.
	Review procedures to ensure systems and processes support Animal Management Officers to fulfil their roles.	Biannually and as required	Review of procedures completed end of 2019 and 2021.	All procedures have been reviewed and updated where necessary. CSI service review undertaken in 2018 with actions implemented by 2019.	Yes. Strategy1, objective 1.2.
1.3	Attendance and provision of education at community and professional events regarding responsible ownership.	Annually	Participation in at least one event per year. Numbers and types of information distributed at events.	This has been achieved – examples of events include annual Chip Blitz, Greyhound off-leash events, attendance at dog park openings and proactive monitoring of dog parks.	Yes. Objectives 1.4 and 3.1.
	Promotion and education of responsible pet ownership in the City of Marion via various mediums, for example promotion of the Board's links, social media and hard copy materials.	Annually	Update website to include link to the Dog and Cat Management Board. Two animal displays in two locations. Conduct survey through life of Plan to ascertain community knowledge of dog and cat laws. Number of social media posts per year to educate regarding dog and cat laws. Number of shared relevant posts from the Dog and Cat Management Board's social media.	Website contains relevant links and is reviewed on an ongoing basis. Increased use of social media has seen matters such as the cats by law and dog off leash areas promoted. Regular animal management meeting held with Comms team where current trends are identified, and strategies developed.	Yes. Strategy1, objective 1. 1..

Review of the 2018-2023 Animal Management Plan

1.4	Promotion and education of the importance for the inclusion of pets in emergency preparedness plans.	Annually	Inclusion of animal relief in Council's Community Emergency Management Plan. Number of types of information provided to the community about emergencies. Sharing of information via various forms of Existing media, eg website and social media.	Inclusion of animal relief in Council's Community Emergency Plan has occurred. Management Plan Emergency information communicated via social media, website, and general education by CSI Team	Yes. Refer objective 1.2.
1.5	Educate residents about breeder registration.	Ongoing	Advertise breeder registration requirements on webpage and social media.	Breeder registration now incorporated into DACO; information also contained on CoM website. Breeder requirements presently being reviewed by the Board as part of the Dog and Cat Management Act review. We anticipate increased focus on breeders over the coming years.	Yes. New strategy relating to breeders include (Strategy 9). Educational priorities included in general education objectives, refer Strategy 1.
Strategy	Actions	Timeline	Key Measure	Actions/Achievements	
2.1	Improve signage near playgrounds to: Dogs. must be on a leash within 5 metres of an unfenced playground.	End 2018	Signs installed at relevant reserves	Multiple open space upgrades have occurred since 2018 seeing signage upgraded. There is an opportunity to continually review signage as an action in the new plan.	Yes. Refer Strategy 7.
	Continued education about the responsible usage of public areas, e.g., Reserves and Dog Parks, Hallett Cove Beach.	Ongoing	Education, distribution of promotional material and enforcement, where required. Number of public signs displayed and number of different locations where signage was displayed.	CSI's continually proactively monitor public areas and reserves to conduct compliance checks and to educate the public. In 2022 an 'Effective Control' brochure was created to educate dog owners about the meaning of effective control and the consequences for not complying.	Yes. Refer Strategy 7.
2.2	Promote the benefits of microchipping and desexing dogs.	Ongoing	Distribution of promotional material.	Distribution of promotional material has occurred through various mediums. 2022 the first 'Chip Blitz' was conducted to encourage compliance in microchipping. All non-compliant dog and cat owners have been sent educational material in relation to the requirements of microchipping and desexing as per the Dog and Cat Management Act.	Yes. Refer Strategy 4.
	Conduct annual follow-up with dogs that have not been re-registered and educate owners on requirements and benefits of dog registration.	Annually	Follow-up conducted by staff. Number of dogs not re-registered followed up by council staff. Number of non-registered dogs identified. Number of expiations issued for unregistered dogs. Total number of dogs registered.	In August of each year the CSI team undertakes a 'blitz' by contacting owners of unregistered dogs to inform them of registration requirements. This is done by phone or doorknock. In 2022 over 3000 residents with overdue registrations were contacted. Cautions/expiations have been issued for non-compliant dog owners. Will trial an SMS reminder service in 2023.	Yes, refer Strategy 2.
	Continue to offer a range of registration concessions.	Ongoing	Council review of concessions in 2018 to align with new legislation.	Current concessions that have been endorsed by council: <ul style="list-style-type: none"> • Aged • Disability • Parenting payment single • Health car card • Department of Veteran Affairs 	Yes, refer Strategy 2.
	Promoting Council's various registration payment options.	Annually	Information on Council's website.	All dog registrations now managed through DACO. Fees and links to DACO published on CoM website.	No. Managed through DACO as the only payment option.

Review of the 2018-2023 Animal Management Plan

	Return as many dogs as possible to owners through identification methods, eg microchip, dog tag.	Ongoing	Annual statistics on number of dogs collected and number of dogs returned to owner before and after impound.	Refer to the attached statistics.	Yes. Refer Strategy 10.
2.3	Promote the importance, value and benefits of dog and cat ownership.	Ongoing	Provision of educational material/information to community, eg website updates, social media posts, promotion of dogs, dog parks and on/off leash areas.	Cat by-law material. Information on Council website.	Yes. Refer Strategy 1.
2.4	Investigate complaints and take appropriate enforcement action, which may include education, warnings, expiations, orders and prosecution.	Ongoing	Statistics on number of expiations issued, prosecutions initiated, orders implemented.	Refer to attached statistics for enforcement action results.	Yes. Refer Strategy 1.
2.5	Educate residents about the mandatory legislative requirements for microchipping and desexing.	Ongoing	Evidence use of various mediums to distribute information on mandatory microchipping and de-sexing. Conduct survey during the life of the Plan to ascertain community knowledge of dog and cat laws.	Information on website. Posts on all social media were undertaken advising of legal requirements of microchipping and desexing. Letters via mail have been sent to non-compliant owners.	Yes. Refer Strategies 1, 3 and 4.
	Increase the proportion of microchipped and desexed dog and cats.	Ongoing	Percentage increase in number of microchipped and de-sexed dogs in Council area over time. Ad hoc checks by Authorised Persons in parks and reserves to check for microchip compliance. Percentage reduction of non- microchipped dogs and cats arriving in the impound shelter used by Council over time. Reduction in the number of expiations issued for noncompliance with mandatory de- sexing and microchipping.	Non-compliant dog and cat owners have been contacted in relation to their obligations under the Dog and Cat Management Act to have their pets microchipped and desexed. Community Safety Inspectors have undertaken education/enforcement action for non-compliance. Further to this in 2022 a 'Chip Blitz' was held at the City of Marion to encourage pet owners to get their animals microchipped.	Yes. Refer Strategies 3 and 4.
	Enforcement of mandatory microchipping and desexing.	Ongoing		Regular checks are undertaken in relation to compliance of microchipping and desexing. See attached statistics for information about expiations issued.	Yes. Refer Strategies 3 and 4.
Strategy	Actions	Timeline	Key Measure	Actions/Achievements	
3.1	Promote and encourage the reporting of all dog attacks.	Ongoing	Evidence of distribution of promotional material including but not limited to placement of information on Council's website and social media. Ensure all harassment/attacks are logged on the Dog and Cat Management Board's dog incident website. Number of dog attacks reported annually.	Website contains information about how to report a dog attack. All dog attacks and harassments have been recorded on Dogs and Cats Online. 2023 – a new 'What to do and how to report a dog attack' brochure has been developed and will be circulated after the Communications. Refer to the statistics for recorded dog attack numbers.	Yes. Refer Strategy 6.
	Promote and educate on bite avoidance, supervision of children whilst in contact with dogs and preventative measures to minimise the risk of dog attacks.	Ongoing	Distribution of promotion material including but not limited to: Children and Dogs'	Information has been put on the CoM website about preventative measures to prevent dog attacks.	Yes. Refer Strategy 6.

Review of the 2018-2023 Animal Management Plan

			info sheet. Promotion of the Living Safely with Pets Program. Posting on social media regarding supervising children around dogs.		
3.2	Review and update information on dog exercise off-leash and on-leash areas.	As Required	Update and placed on website, as required.	All areas have been reviewed and inspected in late 2022.	Yes. Refer Strategy 7.
	Council's creation of a second dog park in the Council area.	2018/2019	Creation of a second dog park: Creation of park and reporting to Council are managed by the City of Marion's Open Space and Recreation Unit, in consultation with staff of the Community Health and Safety Unit.	The Hazlemere Reserve Dog Park was upgraded and officially opened in August 2019. The upgrade consisted of a separated fenced area for all dogs and small dogs.	No. Completed.
3.3	Continue to review the location and availability of dog waste bag dispensers with a view to increase the installation.	Ongoing	Managed by the City of Marion's Contracts Unit: Consideration of requests and installation, where appropriate. Number of customer requests received. Annual number of new dispensers installed. Record annually total number of dispensers.	This is continually reviewed and assessed as per requests from the community.	Yes. Refer Strategy 7.
	Promotion and education of the legal requirement to pick up one's own dog's faeces in public.	Ongoing	Education, distribution of promotional material and enforcement, where required. Annual number of customer events where faeces are an issue. Number of community events where 'poop pouches' are distributed to dog owners.	Information on website. CSI's proactively monitor parks and reserves that dogs use, any incidents of non-compliance the dog owner is informed, and the appropriate enforcement action is taken.	Yes. Refer Strategy 7.
3.4	Review Barking Dog Procedure with view to ongoing process improvement and best practice.	Biannually	Procedure reviewed and updated when required.	Reviewed and updated in 2022. To provide the community with further information a barking dog information sheet has been developed for both affected neighbours and dog owners.	Yes. Refer Strategy 5.
	Educate dog owners on the major reasons for barking and ways to reduce barking.	Ongoing	Verbal advice and educative material provided when investigating barking dog complaints. Number of dog owners educated.	2022 new 'Barking Dog' information brochures were created. These give owners of dogs information about why dogs bark and the enforcement processes if the behaviour is not rectified. Further to this, a neighbours information sheet has been created to advise affected residents what to do when excessive barking occurs.	Yes. Refer Strategy 5.
	Promotion of options that allow neighbours to resolve barking dog issues before Council involvement.	Ongoing	Update website and provision of educative material.	This information has been updated on the website and an anonymous letter has been added for the use of neighbours who wish to advise their neighbours of the issue.	Yes. Refer Strategy 5.
3.5	Educate owners to securely confine their dogs, eg ensuring that fencing is secure.	Ongoing	Update website and provision of educative material.	Information on website.	Yes. Refer Strategy 6.
	Education regarding the risk of dogs escaping and wandering at large during storms and fireworks	Ongoing	Annual update of website and provision of educative material.	Information on website and social media posts on new year's eve.	Yes. Refer Strategy 6.
	Promotion of desexing to assist with reduced instances of wandering at large	Ongoing	Update website and provision of educative material	Information letters sent to all non-compliant dog and cat owners. Information on website.	Yes. Refer Strategy 4.

Review of the 2018-2023 Animal Management Plan

3.6	Promotion of training and socialisation of dogs through distribution of information.	Ongoing	Provision of educative material.	Information on website.	Yes. Refer Strategy 6.
Strategy	Actions	Timeline	Key Measure	Actions/Achievements	
4.1	Educate residents to consider the factors affecting the suitability of successful cat ownership.	Ongoing	Education, distribution of promotional material. Number of public signs displayed and number of different locations where signage is displayed.	Links to relevant cat information brochures included on Council's webpage. Information unavailable on public signs. By-law education.	Yes. Refer Strategy 8.
	Investigate complaints and take action which may include education, warnings, expiations and orders.	Ongoing	Statistics on enforcement action.	Refer to the attached statistics report.	Yes. Refer Strategy 8.
4.2	Acknowledge responsible cat owners and promote the importance, value, and benefits of cat ownership.	Ongoing	Support pet ownership and provide educative material. Number of cat permits granted.	By-law education. Information on website. Information on the statistical report in relation to number of permits granted.	Yes. Refer Strategies 1 and 8.
Strategy	Actions	Timeline	Key Measure	Actions/Achievements	
5.1	Amend existing By-Law Number 6 - Cats, to align with new legislation.	In line with Council's next By-Law review in 2022	Amend By-Law. Use of cat tracker research to inform potential changes.	Amended by-law created and implemented on 1 January 2023.	No. Cats' by-law has been amended. Now in the implementation and monitoring phase.
5.2	Explore creating a curfew for cats.	In line with Council's next By-Law review in 2022	Consultation with Council and if endorsed, consultation with the community.	Amended to by-law 6 was implemented from 1 January 2023.	No. This has been implemented.
5.3	Encourage cat owners to undertake routine preventative measures such as vaccination and parasite control.	Ongoing	Provision of educative material. Annual update of information made available on Council's website.	Information included and routinely reviewed on Council website. Additional education more recently undertaken through education campaign for new by-laws. Links to relevant cat information brochures included on Council's webpage.	Yes. Refer Strategy 8.
5.4	Provide education to the community regarding feral cats and the associated environmental and social issues that they can cause.	Ongoing	Number of cat traps hired to residents. Number of information sheets provided. Evidence of educative material provided to the community.	Cat traps have been regularly leased to residents over the life of the plan. Statistics unavailable on number but will be recorded in new statistical report developed to monitor the new plan. Links to relevant cat information brochures included on Council's webpage.	Yes. Refer Strategy 8.
Strategy	Actions	Timeline	Key Measure	Actions/Achievements	
6.1	Create a new Livestock by-Law to include banning the keeping of roosters on residential blocks unless granted exemption to keep a rooster .	In line with Council's next By-Law review in 2022	Create a new by-Law	New by-law 7 created and permission must be sought to keep a prescribed animal (rooster/peacock) this was implemented on 1 January 2023.	No. This has been created. New Strategy 11 developed to now manage the bylaw.
6.2	Promotion to owners regarding the appropriate keeping of birds and poultry through community education.	Ongoing	Update website and provision of educative material.	Education campaign as part of by-law implementation. Links to relevant Birds and Poultry information brochures included on Council's webpage.	Yes. Refer Strategy 11.

Review of the 2018-2023 Animal Management Plan

	Investigate complaints and take action which may include education, warnings, expiations and orders.	Ongoing	Statistics on enforcement: number of warnings, expiations and warnings recorded.	Statistics on number of complaints included in attached statistics report. Also refer to statistical report in relation to expiation numbers.	Yes. Refer Strategy 11.
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Animal Management Plan 2018 - 2023 Statistics**Dogs****Dog Registrations**

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Registrations	13234	13623	14002	15884	13303
Expiations	102	97	89	91	54

Dog microchipping

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number chipped	11924	12836	13366	14236	12989
Expiations	0	0	0	2	0

Dog desexing

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number desexed	9408	11291	11580	12116	10800
Number of expiations	0	0	0	0	0

Wandering dogs

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Reported wandering	486	577	444	392	271
Returned to owner same day	237	144	102	191	133
Taken to RSPCA	219	176	130	119	80
Collected over NYE	6	1	3	1	0
Number of expiations	120	109	103	92	59
Number of cautions	336	211	129	218	154

Nuisance barking

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Investigations	168	151	130	148	92
Expiations	0	0	1	4	0
Control Orders	0	0	0	0	0

Dog attacks

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Human	15	16	22	17	10
Animal	18	22	26	29	27
Nuisance Orders	0	2	0	3	0
Menacing Orders	3	2	1	4	13
Dangerous Orders	1	1	3	4	2
Destruction Orders	1	0	0	0	2
Prohibition Orders	0	0	0	1	0
Total Control Orders	5	5	4	11	17
Number of expiations	18	41	39	42	30
Number of prosecutions	0	0	0	0	0

Additional dogs on premises

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Additional dog permits	46	52	173	78	30
Expiations	0	1	0	2	0

Dogs other

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Off/on leash complaints	30	24	18	22	13
Faeces complaints	24	26	22	15	10
Faeces expiations	0	0	0	0	0
Faeces cautions	0	0	0	0	0

Cats**Cat registration**

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number of registrations	947	1486	2284	3122	1841
Number of expiations	0	0	0	0	0

Cat microchipping

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number microchipped	977	1417	2185	3042	1804
Number of expiations	0	0	0	2	0

Cat desexing

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number of cats desexed	668	1262	1974	2817	1657
Number of expiations	0	0	0	0	0

Cat nuisance

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number of complaints	39	43	51	37	23
Number of expiations	0	0	0	0	0
Number of cautions	0	0	0	0	3
Environmental nuisance complaints	N/A	N/A	N/A	N/A	0

Cat Curfew

	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number of complaints	N/A	N/A	N/A	N/A	33
Number of expiations	N/A	N/A	N/A	N/A	0
Number of cautions	N/A	N/A	N/A	N/A	7

Cats taken to RSPCA

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Cats at RSPCA	253	361	300	343	158

Additional cats on premises

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number of additional cats permits	4	4	12	9	9
Number of expiations	1	0	0	1	0

Other**Breeders**

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Number of breeders	N/A	N/A	N/A	N/A	229
Number of expiations	0	0	0	0	0
Number of complaints	4	16	8	3	6

Other animals

Financial Year	2018/2019	2019/2020	2020/2021	2021/2023	2022/2023 to February
Noisy bird complaints	18	35	20	11	34
Rooster permits	N/A	N/A	N/A	N/A	3
Other animal complaints	43	49	61	42	34
Expiations issued	0	0	0	0	1

11.4 Project Management Framework

Report Reference	GC230411R11.4
Originating Officer	General Manager City Services – Ben Keen
Corporate Manager	- N/A
General Manager	- N/A

REPORT OBJECTIVE

The purpose of this report is to seek endorsement of the Project Management Framework (PMF).

REPORT HISTORY

Report Reference	Report Title
FORUM230321R1.4	Project Management

EXECUTIVE SUMMARY

To successfully deliver on the substantial quantity and value of projects in the ABP and LTTP, City of Marion is implementing an organisational-wide Project Management Framework. This is in response to audits and reviews undertaken identifying a low maturity and issues in our current approach to Project Management.

The attached PMF document (Attachment 1) details how City of Marion will govern and deliver projects going forward. An Enterprise Project Management Office (EPMO) will implement, own, and facilitate the efficient and effective adoption and use of this PMF across all project types.

RECOMMENDATION

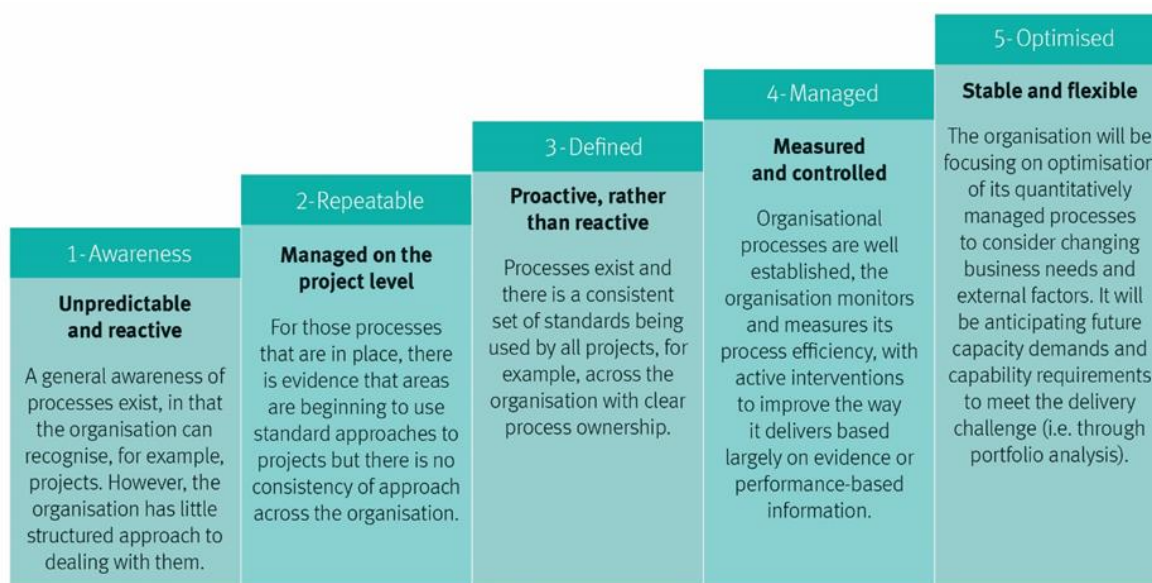
That Council:

- 1. Endorses the Project Management Framework (Attachment 1).**

DISCUSSION

An enterprise-wide Project Management Framework has been developed, in response to:

- Several recent projects not meeting expectations, in terms of time to deliver, budget, scope and quality of project outputs.
- A Project Management Internal Audit report, conducted by KPMG in 2022, highlighting that not utilising an organisational wide Project Management Framework, is the single highest issue hindering project performance.
- A Portfolio, Programme, Project Management Maturity Model (P3M3) assessment, also undertaken in 2022, revealing City of Marion (CoM) currently scores between 1 and 2 (out of a possible 5), as per the maturity scale shown below:



Project, Program & Portfolio Management – Levels of Maturity

City of Marion is targeting level 3 (Defined) as an interim operating capability to be achieved in FY2023/24 and aiming to reach a target (full) operating capability of level 4 (Managed) in FY2024/25, noting that level 5 (Optimised) maturity may not result in a return on the required investment, given the scale and complexity of the projects and programs being managed.

The framework addresses the need to introduce standards across the various project portfolios and programs, but with consideration for the size and complexity of different projects to strike the right balance between efficiency and project management rigour.

The PM Framework and associated implementation includes the following elements:

1. Governance for projects and programs:
 - Highly functioning governance forums, with clearly defined agenda, and roles and responsibilities of participants.
 - Standardised reporting of objective project measures for budget, schedule, scope, risk etc.
 - Reporting up from project to program to ELT/EBC by exception, to efficiently deal with issues and ensure effective governance across all project portfolios and programs.
2. Project delivery lifecycle:
 - Pre-Project process for collection and classification of potential projects to enable decisions for prioritisation and investment.
 - Initiate and plan phases - ensures a thorough and sufficiently detailed plan.
 - Build / execute and handover phases are executed with more certainty and as predicated by the plan.
 - Projects are closed consistently, wrapping up any residual activity and preparation for the benefit realisation review as a post-project activity.
 - Phase Gate reviews ensure the project proceeds in a linear fashion to the end goal, applying the appropriate rigour (depending on the size and complexity of the project).
3. Classification of projects:
 - The classification of the project in terms of budget range, and complexity / risk profile provides greater predictability based on experience, and better decision making.

4. Competencies:

- Assessment of individuals professional and personal competence against pre-determined levels for each role.
- Training and development to address gaps, and for career development.
- Will assist with attracting, retaining, and developing the right project people.
- Continuous learning opportunities through professional association and recognition of competencies through formal accreditation.

The EPMO and associated PMF will deliver significant benefits to the CoM, and through improved planning and governance, will see a reduction in avoidable costs through unknown risks and late-stage changes.

A PMI published paper, titled 'The importance of the planning phase to project success', concluded that: "the level of planning completeness is positively correlated with project success in the construction industry."

<https://www.pmi.org/learning/library/importance-planning-phase-project-success-6021>

The Project Definition Rating Index (PDRI) is a methodology used for capital projects to measure the degree of scope definition, identify gaps, and take appropriate actions to reduce risk during front end planning. A low PDRI score correlates with higher levels of project definition/planning. Table 1 provides a summary of the PMI findings.

Table 1 – Comparison of Projects with PDRI-Building Projects

	PDRI Score	
	<200 (Better Planning / Definition)	>200 (Inadequate Planning/Definition)
Cost	3% below budget	13% above budget
Schedule	3% ahead of schedule	21% behind schedule
Change orders	7% of budget	14% of budget

A similar conclusion can be found in the following NASA Paper:

<https://www.hq.nasa.gov/office/codej/codejx/Assets/Docs/ProjectDefinitionRatingIndex.pdf>

Council Members will be positively impacted by the changes, in the following ways:

- Increased confidence and trust in staff through transparency and certainty of delivery.
- No changes to current Council decision making. Instead, a more structured and consistent approach to how decisions are presented to Council, including implications/risks and risk of indecision.
- Overlay of Council touch points/decisions in-line with the phased delivery approach and phase gate reviews.
- A more structured approach to present information about conceptual projects to Council, enabling Council to make decisions to continue or cancel, with greater confidence.
- Recently, the Water Business Proposal was tabled after a methodical process to analyse and scope the project. Council decided to proceed with confidence. The PM framework ensures that all such projects are approached in the same way, reducing the likelihood of wrong decisions being made, or indecision, because of incomplete information.

- Consistent reporting through information committees (Infrastructure Committee, Forums etc.).
- Maintain a level of flexibility for fast-tracking projects, and opt-in additional reporting/Council decision points as desired.
- Better utilisation of the capacity of council staff to deliver projects.
- More accurate and timely information about resource requirements, enabling mobilisation of additional or external resources, if the project delivery teams are at full capacity.
- Better outcomes, less risk of re-work.

The proposed implementation of the EPMO is in 3 phases, which align with the staged, targeted maturity level of the organisation.

End of Financial Year 2022/23	PMF defined and used for new projects.
Financial Year 2023/24	PMF used for all projects, CoM reaches P3M3 Maturity Level 3
Financial Year 2024/25	PMF common practise, all competency assessments and relevant training plans in place and being enacted – CoM reaches P3M3 Maturity Level 4

	FY2022/23	FY2023/24	FY2024/25 (& ongoing)
PMO Manager (SLT) from May 23	\$50k	\$200k	\$205k
L7 Senior PMO Analyst from July 23		\$131.6k	\$135k
L4 PMO Analyst (Graduate) from Jan 24		\$50.5k (6mths)	\$103k
Total EPMO Resource Cost	\$50k	\$382.1k	\$443k

Moving forward, we will communicate the PM Framework broadly, and train individuals in the project delivery teams about how to apply the framework. We will be providing procedural information, tools such as report templates, document templates with authoring notes, checklists for phase gate reviews etc.

To meet the target PM maturity, it is necessary to ensure CoM adopts and utilises a suitable PM System. We are currently developing the system requirements and understanding the best implementation approach.

ATTACHMENTS

1. Project Management Framework [11.4.1 - 36 pages]

PROJECT MANAGEMENT FRAMEWORK

City of Marion





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EXECUTIVE SUMMARY

This Project Management Framework (PMF) supports the uplift of Project, Program and Portfolio management maturity across the City of Marion organisation.

This PMF, and associated deliverables, are referenced and refined by the Enterprise Program Management Office (EPMO), and therefore aligns with the EPMO's mission, as follows:

“The EPMO underpins the City of Marion business strategy (1), by positioning and prioritising programs and projects (2), for delivery with the right balance of due diligence and efficiency (3), to realise the maximum possible benefits (4).”

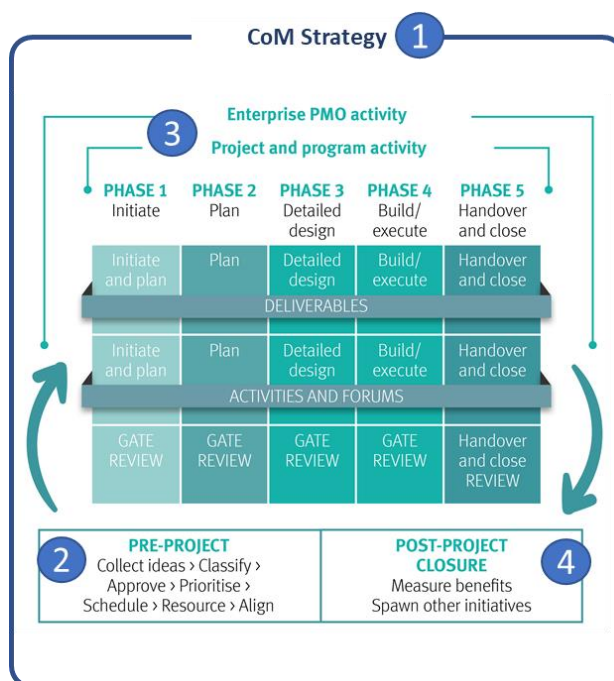


Figure 1: Project Delivery Lifecycle

Pre-Project Activity

All projects are classified according to basic terms of reference, and in the case of projects that have not already been approved via the Annual Business Plan and Budget process, these terms of reference will enable a decision to be made about the approval and relative prioritisation of the idea to progress to the Initiate phase.

When classified, a templated plan is applied to define the deliverables and activities that are required at each phase of the project lifecycle. The classification also recognises that not all projects are the same in terms of the investment required, complexity / risk profile and the nature of the deliverables. Naturally, complex projects will require more rigour in terms of governance, planning and control, more deliverables, and deliverables and documents that are of greater detail than simpler projects.



Furthermore, the project phases and required deliverables can also be tailored, to suit any unique project requirements. Tailoring out of any deliverables that are normally required is with consultation and approval from key stakeholders, including the Project Sponsor and EPMO Manager.

Projects are managed in phases, with phase gate reviews preventing the project from proceeding to the next phase prematurely and running the risk of compromising quality and / or introducing re-work.

Project Phases

The Project commences when it passes from Pre-Project (Ideation) to the **Initiate Phase**. The sponsor is assigned, sources / applies the seed funding and appoints a Project Manager with the required competencies to scope the project and provide enough information for a decision to continue (and with what priority) or cancel. The classification (size and complexity) of the project is confirmed, and any required tailoring of the standard project delivery methodology is decided upon.

If the project is to continue, in-depth analysis is undertaken during the next phase – the **Plan Phase**, during which the detailed Project Plan and detailed Business Case are produced. Upon approval of these documents, the project plan is baselined. Beyond this point, any change to scope / budget / schedule are tightly controlled. Careful assessment of the broader organisational impact, and available options are made prior to any decisions being made.

As the project continues through **Detailed Design, Build / Execute** and eventually to **Handover & Close** phase, the PM executes the plan, manages any variations by exception, and keeps stakeholders informed and satisfied. During the Closure phase gate review, the approval of the Project Closure Report is acknowledged, with a recap of project performance and lessons learned. Lessons are to be uncovered, acknowledged, documented, and learnt from, continuously throughout the project. Each gate review provides a timely opportunity for reflection on the previous phase, propelling the project forward in the spirit of continuous improvement.

Governance

Projects can only succeed with effective governance. A Project Steering Group (PSG) that is appropriate for the size and type of project is established at the commencement of the Plan Phase (or earlier in some cases). The PSG is used to manage issues that emerge at the project level. Issues that cannot be dealt with are raised up to the program level at the PCB (Programme Control Board), chaired by the Chief Executive.

Projects and programs both operate within the guidelines established by the Enterprise Program Management Office (EPMO).

The PMF also recognises that information and decision forums exist outside of the defined Project and Program Governance structures. The PSG and PCB Governance structures and forums do not replace the need for, or change the authority of established Council, Executive and Leadership forums.

Project and Program Managers continue to use these forums as is necessary to conform with Council policy and procedures. Actions and decisions from such external forums are tracked by the Project and Program Managers and are relayed to the project and program teams accordingly.



Post-Project Benefits Review

At a scheduled point in the future, after the project is closed, the expected benefits are measured. The Sponsor is accountable for the benefits. The EPMO will facilitate the review/s and associated actions including reporting the realised benefits.

The EPMO methodology (also known as the Project Delivery Lifecycle) ensures that activities that occur late in the project, such as handing over deliverables to operations and realising benefits, are planned early in the project. The Business Case (outline and detailed) will set the expectation of the benefits to be realised before CoM commits to the whole of life cost of the project. The benefit position is kept in check at least as frequently as each phase gate review, to prevent realised benefits falling short of what is expected.

In summary, this document provides the overarching design for managing all of City of Marion's projects and programs, and provides the context for defined processes and procedures, systems / tools and professional competencies required of people.



1. ACRONYMS AND TERMS

Acronym / Term	Definition
CoM	City of Marion (CoM)
Council Members	CoM Council Members, including Ward Councilors and the Mayor
EBC	Executive Budget Committee
ELT	Executive Leadership Team
EOI	Expression of Interest
EPMO	Enterprise Program Management Office
EVM	Earned Value Metrics / Management
FOC	Full Operating Capability
ICT	Information & Communications Technology
IOC	Initial Operating Capability
MSP	Managing Successful Programs
P3	Project, Program, Portfolio
P3M3	Project Program Portfolio Management Maturity Model
PDL	Project Delivery Lifecycle
PFA	Preliminary Financial Approval
PM	Project Manager / Management
PMBOK	Project Management Body of Knowledge
PMF	Project Management Framework
PRINCE2	Projects in Controlled Environments 2
PM System	Not just limited to the IT solution but also the tools/templates and proformas that may sit outside the system and the overall workflow
PSG	Project Steering Group
QA	Quality Assurance
RAG	Red, Amber, Green
RAID	Risks, Assumptions, Issues, Dependencies
RAAIDD	Risks, Actions, Assumptions, Issues, Decisions, Dependencies
RF(x)	Request for Info (RFI) / Quotation (RFQ) / Proposal (RFP) / Tender (RFT)
RMF	Risk Management Framework
SLT	Senior Leadership Team
SMF	Strategic Management Framework
SME	Subject Matter Expert / Expertise
SPI	Schedule Performance Indicator
V&V	Verification & Validation

2. CONTEXT

2.1 What is the PMF?

The PMF contains the following elements:

- Policies that underpin the organisational strategy.
- Processes and procedures to support the policy, all aligned with the best practice competency framework to cover Portfolio, Program and Project (P3) maturity criteria.
- Project Management system/s and a persistent organisational function to maintain the framework as foundational elements.
- People, processes, systems, and data glue the framework together. Without the right measure of each the framework doesn't stack up.

The diagram below illustrates the hierarchical arrangement of these components:

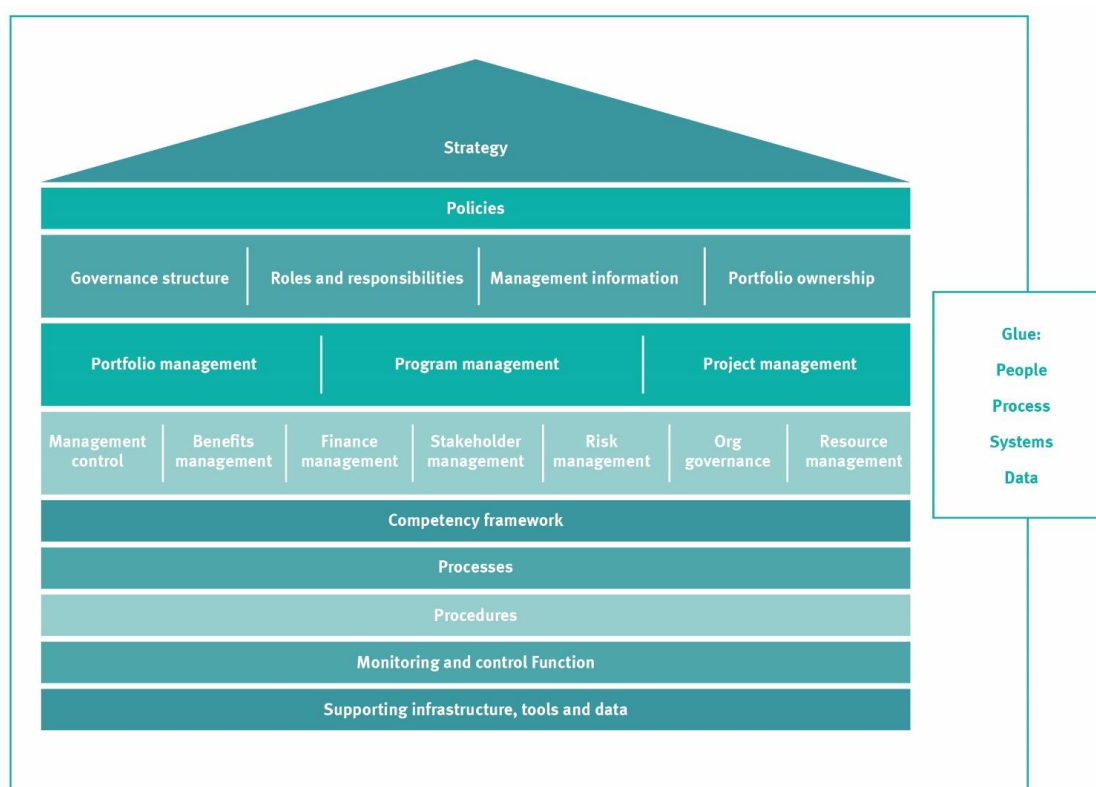


Figure 2: Portfolio, Program and Project (P3) Management Framework¹

2.2 Using the PMF

This PMF has been developed to provide policy and procedural guidelines for the EPMO, and those business units that deliver and interact with projects and programs. The PMF enables City of Marion to manage and

¹ The concept for this model is derived from the Portfolio Program Project Management Maturity Model (P3M3) and has been modified with extra foundation layers and other changes to represent the CoM PMF.

execute projects of various types and sizes, and to achieve optimum outcomes in the delivery of projects for the City of Marion and its community.

2.3 Definitions of Project, Program & Portfolio

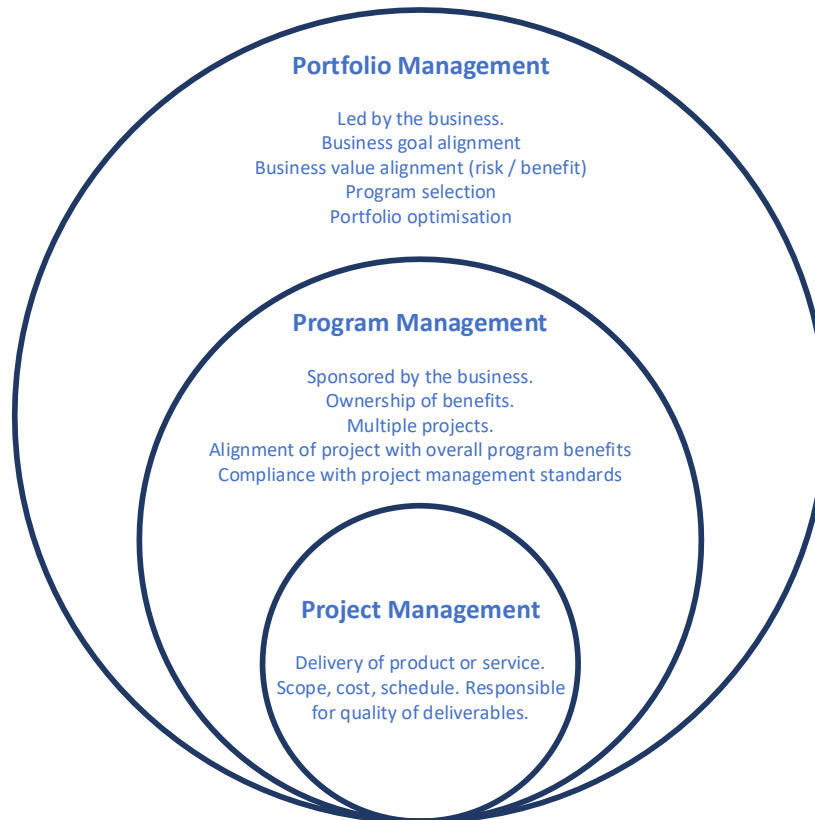


Figure 3: Projects, Program & Portfolios²

2.3.1 Definition of a Project

For the purposes of the PMF a Project is defined as:

“A specific outcome with a defined beginning and end that delivers to established cost, time, and quality criteria.”

Activity that requires a budget of less than \$25,000 is not deemed to be a project that needs to conform with the PMF and Project Delivery Lifecycle. It is optional for such low budget activities / projects to apply the PMF / PDL or draw on tools / templates as required.

The PMF is only applicable to manage what is determined to be a project, in accordance with the above definition and does not apply to ‘day-to-day’ services or operational activities (with Opex allocation).

² Reference source: PM Best Practices (website)



2.3.2 Definition of a Program

For the purposes of the PMF a program is defined as:

“A temporary, flexible organisation created to coordinate, direct, and oversee the implementation of a set of related projects and activities to deliver outcomes and benefits related to the organisation’s strategic objectives. A program is likely to span several years.”

Further Program characteristics:

- Programs are usually initiated to drive strategic change.
- A program will invariably contain projects, but a project may or may not be part of a program.
- Where projects deal with outputs, programs deal with outcomes.
- Project and Program Management approaches are complementary.
- Programs provide the umbrella for related projects, all with a common business case and alignment to strategic vision.
- Program Management does not replace the need for competent Project Management. In fact, it reinforces the need for projects to be robust and aligned.

Examples of Programs at City of Marion are:

- Capital Works Major Projects Program
- Digital Transformation Program (DTP)

2.3.3 Definition of a Portfolio

A portfolio is a collection of programs and / or projects that are managed as a group to achieve strategic objectives.

Portfolio management concerns the twin issues of:

- How to do the right projects and programs in the context of the organisation’s strategic objectives, and
- How to do them correctly in terms of achieving delivery and benefits at a collective level.

This document focuses on the management of projects, which are the lowest common denominator for programs and portfolios.

2.4 Project Management Maturity

City of Marion demonstrates mature project management standards, by ensuring that:

- PM processes are documented and standardised.
- Project delivery across the organisation is aligned to standardised PM processes.
- The Enterprise Program Management Office (EPMO) owns the established PM standards and processes, maintains, and continually improves them.
- Standard project processes / deliverables can be tailored to suit specific circumstances, in accordance with pre-determined guidelines.
- Executive Management continuously show strong support for the EPMO.
- The roles and responsibilities of individuals that are involved with project delivery are aligned with the required degree of PM maturity. Incumbent project delivery workforce is assessed against the required set of competencies and required strategies to uplift individual competencies are identified and undertaken.
- PM development programs are established as ongoing activities to develop skills and knowledge of individuals so they can perform their roles and responsibilities. This extends to Project Managers,



Project Team members, those providing Quality Assurance (QA) and Governance functions to Projects / Programs, Portfolio Leaders, and others.

- When attracting new PM resources to the organisation, or recruiting / promoting from within, the required responsibilities, aligned with the required maturity and capability, are reflected in the position descriptions.
- The organisation is adept at initiating projects and intervening early in the project lifecycle.
- The organisation is consistently preventing initiatives from requiring corrective treatment through proactive management and highly effective governance.
- City of Marion's EPMO continually improves the degree of project management maturity.

2.5 PMF Principles

The PMF is aligned with the following principles:

1. The PMF aligns with global best practice standards for project, program, and portfolio (P3) management, particularly referencing PMBOK (Project Management Body of Knowledge), PRINCE2 (Projects in Controlled Environments), MSP (Managing Successful Programs) and MoP (Management of Portfolios).
2. Projects are managed in phases. Phase gate reviews are essential to ensure that the project is on track and not ignoring or deferring the delivery of essential deliverables.
3. The different types of projects and programs that are undertaken at City of Marion are similar enough to justify a PM framework that can accommodate delivery functions across all business areas.
4. The PM framework is flexible to accommodate projects and programs of different size, complexity, risk profile and type.
5. A project must be the subject of proper governance, according to the size, complexity, risk profile and type of project.
6. Any tailoring out of deliverables, or movement of deliverables between phases, must be approved by the Project Sponsor, in consultation with the EPMO Manager.
7. As far as it is practical and beneficial, commonality is applied to projects / programs across the entire organisation. This will extend to processes, document templates, report formats etc. For example, whether it is a major capital works or an ICT project, the same Project Plan and Business Case template, status report format, risk registers etc. etc. should be common.
8. Project reporting is transparent. RAG statuses and tolerances are applied in a uniform manner such there is no ambiguity with regard the reporting of project controls.
9. Standard rules are applied to RAG statuses to remove subjectivity from the assessment.
10. Use of consistent terminology will be closely monitored to avoid / minimise ambiguity and confusion.
11. The PM function is provided into (and not by) the embedded delivery teams, and therefore will not be accountable for delivery of projects. Accountability for delivery will remain within the delivery teams.
12. The EPMO is to be consulted with regularly and treated as a trusted partner with a vested interest in ensuring that projects and programs are delivering quality outcomes to the satisfaction of the organisation.
13. Lessons learned are captured and applied broadly to new projects and programs.
14. Success is measured throughout the project and benefits are tracked and realised, even beyond the closure of the project and disbanding of the project team.
15. Successful projects and programs are recognised and celebrated.
16. Employees are supported in achieving and maintaining a high degree of professional skill and acumen. City of Marion fosters an environment where individuals can undertake projects of greater size and



complexity and even different types of projects. For example, it might be feasible for an accomplished manager of ICT projects to transition into delivering a major capital works infrastructure project, or vice versa

3. PROJECT GOVERNANCE

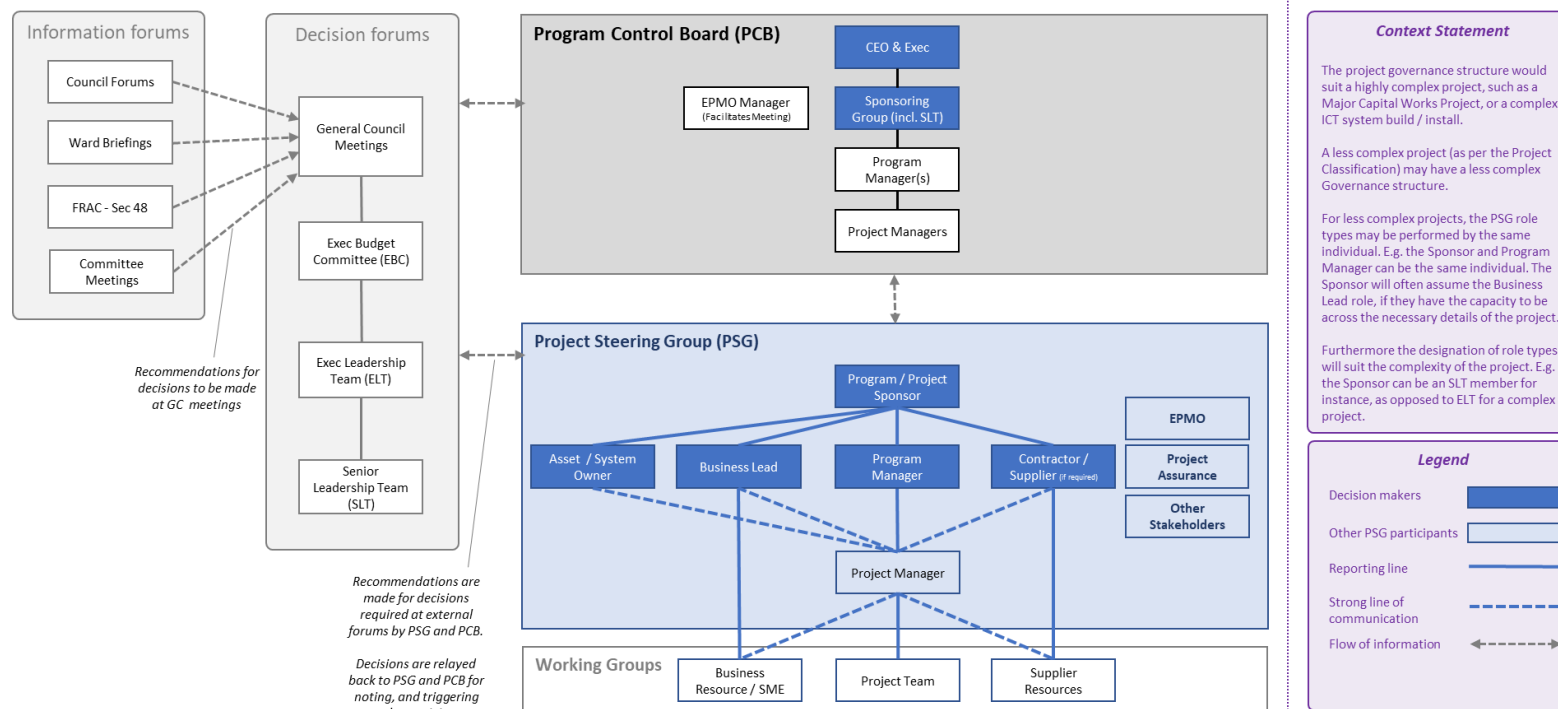


Figure 4: Project Governance Structure³

³ The Governance Structures and forums replace any prior program or project structures and forums that pre-date the implementation of the PMF.



3.1 Program Control Board (PCB)

The Program Control Board is the overarching governance committee for component projects (previously Project Delivery Board, ELT DTP and Capital Works meeting). Issues are escalated from the PSG (Project Steering Group) forums to the PCB as necessary, and by exception where the PSG requires assistance and decisions that are beyond the control of the Project Sponsor.

The forum is attended by the Executive Management Team. While the Chief Executive chairs the meeting, the EPMO Manager organises and generally facilitates the meeting, including reviewing and sending reports and pre-reading materials in advance, reviewing the minutes before they are distributed etc.

The Sponsoring Group represents the Executive and Senior Managers, who are responsible for:

- Senior responsible ownership of Programs and Project Portfolios
- Investment decisions & recommendations
- Ensuring the ongoing alignment of the programs and projects with the organisational strategy
- Appointing individual Sponsors (also referred to as the SRO – Senior Responsible Officer⁴) to Programs and Projects
- Providing ongoing advice and supporting to the Sponsor

City of Marion operates multiple programs. The programs are reviewed together to ensure cohesive strategic alignment and prioritisation. The Sponsoring Group makes investment decisions and / or recommends investment decisions to be made by the Executive Budget Committee (EBC) and General Council, providing the rationale and objectives of the program in relation to other programs and other investments.

Project Managers of projects that are on the agenda for discussion will be invited. This will include projects that require corrective actions / treatment, and projects that will be recognised for achieving a significant milestone. To be clear, not all Project Managers will be present. Invitations will be sent only to those PM's that are required to attend the session.

3.2 Project Steering Group (PSG)

The PSG provides a regular forum for assessing progress, managing risks, and making key decisions that affect the project.

The PSG advises the Project Sponsor and Project Manager. While the Project Sponsor is ultimately responsible for the project outcome, the PSG ensures that all stakeholders are involved in decision-making throughout the project, thereby maintaining a level of joint ownership of the outcome and the project's success.

The PSG should involve relevant employees who are responsible for acceptance and sign-off of deliverables and business outputs. The PSG can include an external resource if deemed necessary. Members of the PSG will have a business interest in ensuring the success of the project and will be prepared to take personal responsibility to ensure a successful outcome to the project. They will provide thoughtful, constructive input into the project and commit the time required to attend and actively participate in the PSG meetings throughout the duration of the project.

The inclusion of an external specialist on the PSG, who brings technical or other expertise, can be valuable in providing a "neutral" or objective view. The governance role of the PSG is to provide overall direction, guidance, and support to the project and to monitor the project to ensure successful delivery of expected outputs and outcomes within scope and budget.

⁴ PRINCE2 terminology



The PSG members are required to:

- Attend regular PSG meetings.
- Be available for key decision-making for issues and changes as they arise.
- Input into setting project objectives and managing risks.
- Review and approve project deliverables at defined milestones.
- Review regular status reports.
- Ensure the project meets the organisation's statutory obligations and protects its interests.
- Ensure the project is adequately resourced.
- Ensure the project delivers the required benefits.
- Consider the Project Manager's recommended actions and make decisions as necessary.

The PSG meeting should occur before, and reasonably close to the Project Control Board (PCB) meeting such that current issues can be escalated to the PCB as necessary.

It is also acknowledged that some decisions concerning the project / program will be made outside of the PSG or PCB, at forums such as Executive Budget Committee (EBC) and General Council meetings. When this is the case, usual practice will be for recommendations for decisions to be formulated in the project / program and discussed at PSG / PCB. When the decisions are made in the external forums, these are notable updates at the next PSG / PCB.

The primary roles within a formally established project are as follows:

- Project Sponsor
- Asset / System Owner
- Business Lead
- Program Manager
- Contractor / Supplier
- Project Manager
- Project Assurance
- EPMO Team Member
- Other Stakeholders

3.2.1 Project Sponsor

The Project Steering Group is chaired by the Project Sponsor. The Sponsor has executive decision-making authority for all decisions that can be made by the Steering Group.

The Project Sponsor is also the project champion. They are responsible for defining the vision of the project and generating enthusiasm in the governance and delivery teams. The Sponsor must have a strong commitment to the project and must have the power to commit resources to the project.

For large and more complex projects, the Project Sponsor will usually be a member of the Executive Leadership Team (ELT) with responsibility for the system or product that will be the outcome of the project.

Additional responsibilities of the Sponsor include:

- Facilitating resolution of issues at a senior level.
- Ensuring adequate funding is allocated to meet project outcomes.
- Accountability for delivery of the project within approved scope, timeframe, and budget.
- Accountability for the benefits that the project delivers.

In achieving this, the Project Sponsor:

- Provides strategic direction and overview.
- Ensures the project meets the organisation's statutory obligations and protects its interests.



- Appoints (or supports the appointment of) the Project Manager, and other key roles.
- Signs off on project deliverables.
- Ensures that resources are available to the project.
- Approves the Project Brief and Business Case (Outline Business Case and Detailed Business Case).
- Approves the Project Planning documents.
- Approves project scope, budget, objective, and planned changes according to delegated authority.
- Ensures that all risks are effectively identified and managed.
- Monitors progress against objectives.
- Reviews and approves scope changes within budget.
- Key approver for go-live decision.
- Ensures the proper financial and procurement policies and procedures are observed.
- Ensures the project delivers the required benefits/outcomes.
- Ensures the project is appropriately closed off and evaluated.

3.2.2 Asset / System Owner

The Asset / System Owner will take ownership of the product/s that are delivered by the project. For Capital Works programs and projects, it will be an Asset Owner. In the case of ICT delivery, it is a System Owner within the business. In some cases, the Sponsor, Business Lead and Asset / System Owner may be the same individual.

3.2.3 Business Lead

Sometimes the Sponsor may delegate responsibility for the business leadership function to a Project Business Lead role. This could be for a variety of reasons, including the complexity of the project, but also because the sponsor does not have the required capacity and / or it is not their highest priority. The Business Lead will usually be a member of the Senior Leadership Team (SLT). Business resources that are required to participate in the project will report to this individual, or their peers.

The Project Sponsor may delegate their responsibilities (as listed above in Section 3.2.1) to the Business Lead.

3.2.4 Program Manager

Project Managers of projects that are part of a program report directly to the Program Manager. The Program Manager will provide high level management of related projects in the same portfolio. The Program Manager will be a key member (and decision maker) of the Project Steering Group and will also represent and report their entire Program at the Program Control Board (PCB).

3.2.5 Contractor / Supplier

Providing knowledge, experience and skills for the main disciplines involved in producing the project's key deliverables is the responsibility of the 'Contractor / Supplier' role. This may be an internal function or filled externally by a contracted supplier. They will usually have their own resources that will perform a function on the project.

This individual is to be a Senior Manager from the Contractor / Supplier organisation, not the day-to-day project manager.

3.2.6 Project Manager

The role of the Project Manager is to deliver the project with guidance from the Project Sponsor and Project Steering Group within the agreed timeframe, to the required quality, and with an established budget.



The Project Manager directs day-to-day activities for the project team and is responsible for managing and operating within the processes, procedures, deliverables, and activities described in the PMF.

The Project Manager can change throughout the life of the project. If this is the case, the changeover should be clearly identified and communicated accordingly.

The Project Manager must have the appropriate skills to deliver a quality project within time and budget expectations.

When appointing the PM, the Sponsor should consider things such as:

- The type of project according to its technical nature or business domain.
- Risks associated with the project.
- The politically sensitive nature of the project.
- The Project Manager's other commitments.

Any training requirements that the Project Manager might need prior to undertaking the task should be discussed by the Project Sponsor and the Project Manager at the outset of the project.

The Project Manager must have the authority to manage and bring together all resources and activities necessary to ensure the successful completion of any project.

The Project Manager's key responsibilities include the following:

- Develop and maintain the Project Management Plan.
- Lead the Project Team.
- Day-to-day management of the project against the approved Project Plan, budget, and scope to deliver the specified objectives and benefits.
- Provide communication and reporting requirements.
- Maintain all monitoring and control processes during the project execution.
- Managing change control.
- Regular reporting (at least monthly) to the Project Sponsor and PSG.
- and more...

3.2.7 EPMO

An EPMO Team member will assist the PM throughout the project, and more intensively at certain times during the project, including the Initiate phase, and when the project is approaching a phase boundary / gateway review, and project closure.

The EPMO Team Member will ensure that the PM is equipped with the right information, and reference documentation. They will be well versed in the delivery lifecycle / methodology, and the deliverables and activities that the PM is responsible for at each phase of the project. Intensive support from the EPMO Team will enable the PM to be productive sooner. Moreover, the interactions will ensure that projects and PMs remain aligned with the PMF and Project Delivery Lifecycle (PDL).

The EPMO may be required to convene and facilitate Project (PSG) and Program review (PCB) meetings.

3.2.8 Project Assurance

A project may require business assurance, technical assurance, end-user assurance or specialist assurance. This function is provided by an individual specialist or group who advise the PSG on matters relating to the project.



For example, Project Assurance may include representatives from Procurement and Legal to advise on specific contractual matters.

3.2.9 Other Stakeholders

Other Stakeholders may be called upon regularly, or at a particular phase of the project, to participate in the PSG. For instance, the project may be dependent on a separate project's deliverable. The Sponsor, Project Manager or SME from that project may join the PSG to provide an update.

3.3 Governance Meetings

3.3.1 Program Review

City of Marion operates multiple programs. The programs are reviewed together to ensure cohesive strategic alignment and prioritisation. The Sponsoring Group makes investment decisions and / or recommends investment decisions to be made by the Executive Budget Committee (EBC) and General Council, providing the rationale and objectives of the program in relation to other programs and other investments.

The program review meeting is uniform for each program. Whether reviewing a Capital Works program or ICT Program, the meetings are convened in the same manner, with the same agenda format and reporting with the same template.

Program review meetings are to occur at least monthly for oversight and decision making.

For quorum, the following roles are required:

Role Required	Complexity Scale			
	Complex	Medium	Simple	Very Simple
CEO	Yes	Yes	Not Required	Not Required
Sponsor	Yes (ELT)	Yes (ELT)	Yes (SLT)	Yes (SLT)
Program / Project Portfolio Manager	Yes	Yes	Yes	Yes
Project Manager	Yes	Yes	Yes	Yes
Other	N/A	N/A	Yes (Sponsor's GM)	N/A

Notes:

- Roles can be filled by Acting personnel that have been delegated the necessary authority.
- SME's, Quality Assurance personnel etc. may be required to be present for certain decisions to be made. Such requirements will be determined in advance of the meeting such that all necessary participants are made available.
- Project Managers of projects that are on the agenda for discussion, will be invited. This will include projects that require corrective action, and projects that will be recognised for achieving a significant milestone. To be clear, not all Project Managers will be present. Invitations will be sent only to those PM's that are required to attend the session.

The EPMD will play a key role in supporting the Program Manager, to ensure that the meetings are well organised and facilitated, ensuring that time is spent discussing and addressing all the right things and covering the required agenda items in the allocated time. The summary of projects will show overall status. The forum will prioritise 'off track' (red) then 'at risk' (amber) projects, largest to smallest (ranked in terms of their investment, risk-profile, political interest etc.). Sponsors, Business Leaders, Portfolio, Program and Project



Managers should be aligned in terms of what is required from the Program governance function. Contextual information will be provided, and matters raised for decision making as necessary.

3.3.2 Project Review⁵

Project Review will occur regularly (minimum monthly). The Project review meeting will usually occur not long before the Program review meeting, to ensure that the most up to date information is being escalated from the project to program forum as necessary.

For quorum, the following roles are required:

- Sponsor
- Program Manager OR Business Lead OR Asset / System Owner
- Project Manager
- Contractor / Supplier (if there is one), and if decisions have an impact with the engagement / relationship.
- Any Quality Assurance members or stakeholders, whose input / presence is required, depending on the topical agenda item and decision required.

For complex projects, the EPMO Manager will play a key role with regard the quality assurance of the project. An EPMO team member can be utilised for certain tasks such as organising the meeting, preparation and presentation of status reports, timekeeping, taking minutes and distributing them following the meeting.

3.4 Project Team

The Project Team is a team that comprise the sum of all the technical skills, knowledge, experience, and personnel required to deliver the project in accordance with the Project Brief / Project Management Plan (PMP).

The Project Team can be made up of City of Marion employees (at any level) and external specialists and suppliers (e.g., construction companies, IT implementation partners etc.). The Project Team carries out the tasks necessary and individual team members complete specific tasks in line with the project plan on individual project elements where they have expertise.

The Project Team is responsible for making the technical decisions necessary to deliver a successful product and, through the Project Manager, for making recommendations to the PSG and Project Sponsor.

Accordingly, Project Team members need to be fully acquainted with all the necessary technical standards, specifications, policies, and contract documents. Project Team members report to the PM for the work that they perform on the project. Larger projects may have Team Leaders within the Project Team structure.

3.4.1 Project Team Meetings

Project Managers will convene meetings with their entire Project team at least fortnightly, and preferably weekly. Generally, the PM will determine the cadence and agenda for this forum, with advice from the Sponsor and EPMO.

⁵ Project Reviews may not apply to certain types of projects / programs if the Sponsor / EPMO Manager deems the Project review to be of no / little value.



During this meeting, the PM and others will provide updates to the team and filter information down from leadership as is necessary. The Sponsor is not always required to attend but is invited to attend as required. s forum will be the main opportunity for all project team members to raise issues and concerns, and recommendations for decisions. The PM may escalate matters raised in this forum to the Sponsor and PSG, as necessary.

The meetings can be informal, but it is strongly recommended that actions, decisions, and key discussion points be circulated in writing following the meeting.

Project Team meetings may be convened with greater frequency, even as daily-standups, if the project is going through an intensive period of activity / change.

3.4.2 Working Groups

Working groups include project team members and are focused on addressing project level issues and progressing deliverables. Working groups may take the form of workshops involving SME's, stakeholders, and contractor / supplier Project Managers and / or team members.

An example of a working group that has been used for major infrastructure projects is the External Project Control Group (EPCG). This group oversees issues that arise during construction of strategic infrastructure projects. The group will receive and consider progress reports from the architect and builder. The agenda includes general progress, WHS issues, variations, indicative cashflow vs actual expenditure and any other issues affecting construction are reported at this meeting. Decisions within employees' delegation can be made during this meeting or taken on notice for the PSG. The need for working groups will continue, but forums are to be rationalised. Agendas, cadence, required attendees and labels given to such groups are to be continually improved with direction provided by the Project Sponsor and EPMO.

3.5 Decisions and Information Forums (Council and Executive Management)

The PMF recognises that information and decision forums exist outside of the defined Project and Program Governance structures. The PSG and PCB Governance structures and forums do not replace the need for, or change the authority of these established Council, Executive and Leadership forums.

Project and Program Managers will continue to use these forums to align with with Council policy and processes. Scheduled project tasks and milestones will include actions and decisions required from these forums. The status of actions and decisions from these external forums will be reported to the PSG and PCB accordingly.

4. PROJECT DELIVERY LIFECYCLE

The Project Delivery Lifecycle (PDL) is illustrated below (Figure 5).

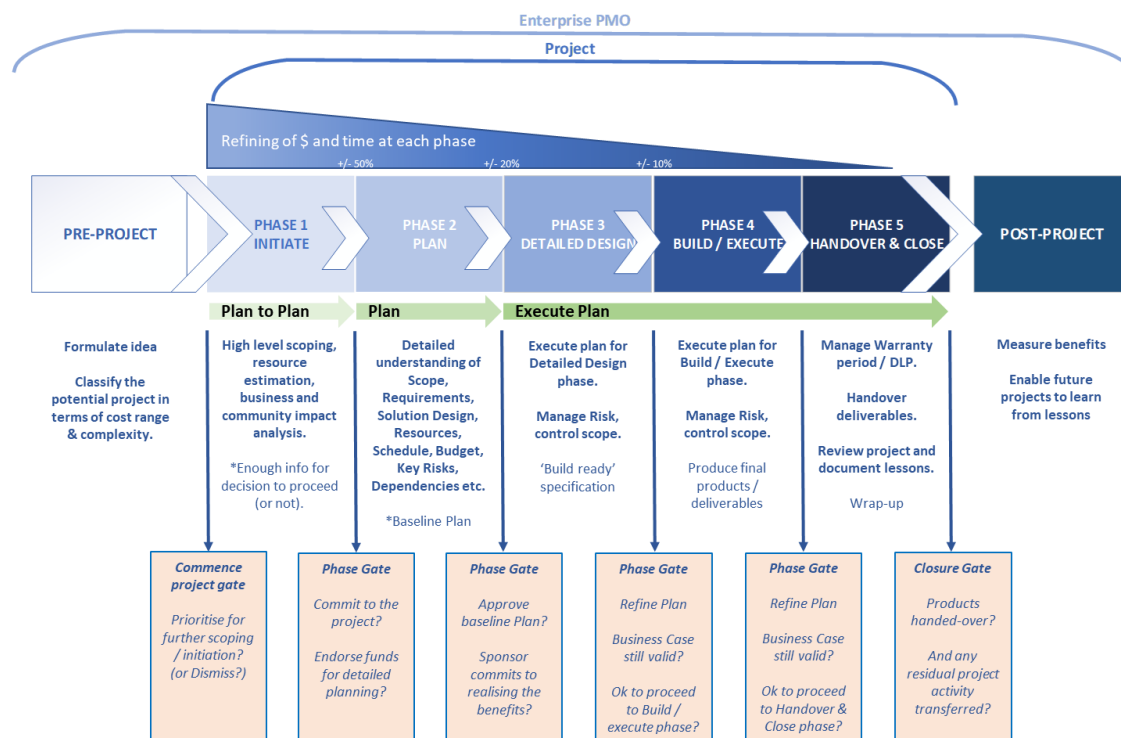


Figure 5: Project Delivery Lifecycle

4.1. Pre-Project Activity

4.1.1 Capturing New Initiative Proposals

Some projects are approved by Council via the Annual Business Plan and Budget processes.

Other unfunded initiatives can be presented to the Executive Team, and ultimately to Council for approval as required throughout the year.

Unfunded initiatives that address critical safety issues, and initiatives that must act quickly to secure grant funding before a looming deadline, are deemed to be 'urgent' initiatives, that are fast tracked and presented to Council at the earliest opportunity.

Regardless of how the project is conceived, it must be classified. The classification frames the potential project with basic terms of reference and should be the mechanism by which Council decides whether the project initiative is worth pursuing, and the priority with which it should be treated.

4.1.2 Classification of Projects

Projects are initially classified in Pre-Project (prior to Initiation), or during Initiation for the first time if the project has been approved by Council via the Annual Business Plan and Budget process. The classification of the project is re-set during the Initiate phase if further information proves the initial classification to be inaccurate.

Projects are classified as Very Simple, Simple, Medium, Complex, or Very Complex in terms of cost and complexity. The type of project is also a factor.

Together, the classification and project type are used to:

- Estimate resourcing requirements, based on similar historical projects. Is there capacity for capable resources? Do we need to outsource or procure consultancy or short-term contractors?
- Determine the degree of governance required.
- Establish guidelines and constraints for managing and governing the project.
- Determine which deliverables and activities are required at each phase of the PDL (depending on Project Type and Complexity)
- Schedule template with relevant activities & deliverables pre-populated across the Phases

The image below shows the make-up of the assigned classification.

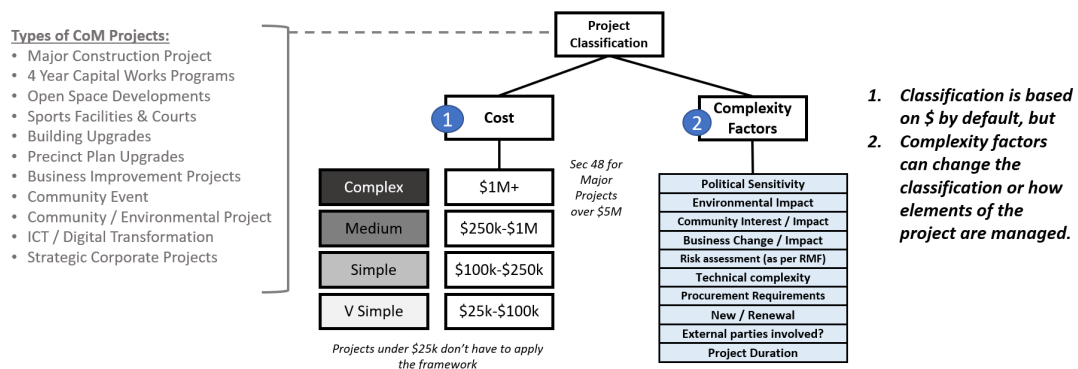


Figure 6: Project Classification⁶

4.1.3 Project Types and Deliverables

Note that it is optional to apply the PMF to project initiatives that require a budget of less than \$25,000. Such projects can use document templates etc. but it is not mandated that they must align with phase gates and phase gate reviews or comply with any governance requirements.

Common deliverables apply to all project types – e.g., Project Plans, Business Cases, registers, and report templates, but there are also certain unique templates for different project types.

A default list of required deliverables is generated for project classifications (complex, simple etc.) and project types. The list can be tailored. Tailoring in additional deliverables is straightforward but tailoring out deliverables is to be by exception only, to be performed in consultation with the EPMO and approved by the Project Sponsor.

4.1.4 Initiate Pre-Requisites

When a classified project is approved to move into the Initiate phase, the following occurs:

- The Sponsor is identified if they have not instigated the project request.

⁶ Further analysis of Project Classification types may determine that less classifications are required E.g., combining Very Complex and Complex, and / or establishing a minimum budget threshold (less than \$10k for example) to which the PMF is not applicable. Furthermore, the cost bands and their relationship to the Classification type applied is also subject to change in the future and considering e.g., rising rates of inflation and what is a Very Complex (Section 48) project.



- The Sponsor, in consultation with the EPMO, identifies the resources required to initiate the project. This may be an allocation of a PM resource (Full time or Part time), and for more complex projects may also include additional resources (e.g., combination of Business / Technical Analysts, SME's etc.) if it is deemed to be worthy of more analysis at this early stage.
- Finance to release seed funds to EPMO / PM from Business area, such that resources can bill to the initiative.
- Project entity to be established, with the phases configured with templates and reference documentation etc. according to the project classification.

4.2. Initiate Phase

A project is commenced after Council has approved the project via the Annual Business Plan and Budget process and / or when it has been approved to commence the Initiate Phase, following completion of the Initiate pre-requisite activities.

The circumstances of projects vary, and this will have a bearing on how the Initiate phase is approached. Usually, the team involved in the Initiate phase will be relatively small. A Sponsor / Business Lead and PM (or someone that has the PM skillset) will be allocated part / full-time, to scope the project, take stock of dependencies, risks, anticipated benefits, produce a high-level schedule (based on constraints), identify types of resources required, and Rough Order of Magnitude (RoM) costs.

Key deliverables from the Initiate phase will usually include Project Charter and Outline Business Case. The Project Manager will also have formulated a detailed plan for the Plan Phase, and have a good understanding of who the key stakeholders are.

The strategic and organisational impact is a key consideration during the Initiate phase, and also subsequently during the Planning phase. The Sponsor and PM must consider the broad range of stakeholders that need to be involved in the project moving forward. Documentation and checklists will be available to the PM to prompt consideration of e.g., asset management lifecycle, environmental impacts / considerations, ICT requirements, insurance considerations, community consultation, opening event planning, operational factors etc. etc. such that stakeholders are given the opportunity to influence decisions and ensure that the scoping of the project hasn't missed anything that will jeopardise the success of the project.

During the Initiate Phase or at the Initiate Phase Gate Review, it is not unusual for projects to be cancelled. Cancelling during the Plan phase and beyond can still occur, but it comes at considerably more cost. Hence, the organisation intends to fully deliver the project, from the time that it passes from Initiate and into Plan, notwithstanding the fact that unforeseen circumstances may impact the projects feasibility down the track.

4.2.1 Initiate Phase Closure Gate

Evidence of signoff of the following mandatory Initiate Phase deliverables will be provided:

- Project Charter.
- Outline Business Case.
- Plan Phase Plan.
- Stakeholder Mapping.
- Any additional project specific deliverables.

4.3. Plan Phase

The Detailed Project Plan and Business Case are produced in the Plan Phase. Expert resources are consulted to ensure that the elements of the plan are complete and accurate.



The Detailed Project Plan (Project Management Plan) document template will include the following:

- Project Overview.
- Governance Structure – including roles and responsibilities.
- Risk Management Plan – in accordance with CoM Risk Management Framework.
- Communications Plan.
- Project Schedule (baseline)
- Budget and / or Financial Plan

A Business Case is required in the following situations:

- Where there is a commercial aspect to a project / program (e.g., providing services for a fee).
- Where there is a proposed change in business approach (e.g., leasing ICT infrastructure / services, rather than buying).
- Where the Project Sponsor / ELT / Council requires one.

The Business Case will require input from Risk, Finance and Procurement (as applicable). It will meet the requirements of the ELT, Sponsor / General Manager and Council. It will be developed in accordance with the standard Business Case template. The document may be tailored to meet the particular business circumstances. All document templates will provide guidance to assist with authoring to meet with quality requirements.

Business Requirements are elicited from stakeholders, and elaborated to the extent that they will inform solution choice and validate the quality of the project deliverable/s.

A Concept Design⁷ (including / following analysis of options) is produced, to inform the Project Plan with necessary detail.

It should be noted that in some cases, the project will be initiated and planned based on a Council decision, Council endorsed strategic plan or other direction that has assumed a solution. Assumptions at this early stage, should not necessarily influence the need for consideration / selection of other solution options. During the Initiate and Plan phases, it is likely that the project objectives are clearer, other external factors have presented, and analysis of all available information may highlight the need for different and better solutions.

Depending on the size / complexity and type of project / program, several Strategy / Plan level documents may also be delivered during the Plan phase.

During the Plan Phase, all elements of the project come together to form a cohesive plan. Lessons have been leveraged from prior similar projects, the scope has been defined with sufficient detail to understand the costs based on in-depth research, resource profile, schedule etc. etc. The Business Case has elaborated the benefits to the extent that the Sponsor is prepared to sign them off, along with the other parameters of the project. Hence, the phase review shows evidence that the Project Schedule and Budget and benefit position are baselined. Successive baselines will only be generated through acceptance of formally controlled change, as the project proceeds to the Detailed Design phase, and beyond.

The Detailed Project Plan will be updated continuously through the life of the project and particularly in the event of formally approved scope change and coinciding with approaching phase boundaries / gates.

For some projects, it may be appropriate to generate a detailed Next Phase Plan (for the Detailed Design Phase), at the discretion of the Sponsor / Senior Business Leader. This may be appropriate if the project phases

⁷ Concept Design applies to Infrastructure / Construction projects. In the case of ICT projects, a mid-level design is a requirement to substantiate the baseline Plan.



are lengthy, and / or if it is difficult to plan with any real confidence in the phase following the next immediate phase.

The Plan phase gate review will check that each deliverable committed to being produced at the start of the phase (and during - if there has been any change to scope), has been approved by the project sponsor.

Later, during the Detailed Design phase, the details of future phases (Build / Execute and Handover & Close) are likely to be less certain, and therefore tolerance (e.g., +/-20%) is applied to the overall project schedule and budget to account for the uncertainty.

In the case of projects that do not entail a complex design, the Plan and Detailed Design phases may run together, thereby eliminating the need for the phase review at the end of the Plan phase. Any such tailoring of the lifecycle to combine phases, will occur during the Initiate phase, and must be approved by the Project Sponsor and EPMO Manager.

4.3.1 Plan Phase Closure Gate

The Plan phase is one of the most intensive project phases from the PMs perspective. For more complex projects, the number of mandated deliverables is greater than any of the other phases, and consequently the Plan phase closure gate is a significant event in the project lifecycle.

The Plan Phase Gate review meeting will evidence an approved Project Plan and Detailed Business Case (as required, considering the project classification). The approval of these two documents is the catalyst for the first baseline (Baseline 0) to be generated. The schedule, budget, scope and expected benefits are fixed and from this point will be reported on with absolute certainty and transparency, with the only lens being overlaid is that of the approved tolerances (cost contingency, tolerable schedule slippage) that the PM is approved to operate with.

Moving forward from the Plan phase, the PM will execute upon the approved plan while defending the scope, monitoring and controlling schedule progress and spending (according to the spend forecast), will immediately attend to issues that arise and proactively manage / mitigate risks, while keeping stakeholders engaged and informed.

Any potential change will be scrutinised, with thorough impact analysis and estimation of all required changes. Any significant change will require a re-baseline of the project plan and the parameters (including scope, quality, schedule, budget, and benefits). Such changes must be approved through the established change process and endorsed by the Sponsor and Project Steering Group (PSG). Refer Section 9 (Change Control) for further information.

4.4. Detailed Design Phase

Note: As mentioned above in 'Plan Phase', projects that do not entail complex designs may (with the prior approval of the Project Sponsor and EPMO Manager) combine the Plan and Detailed Design phases together, thereby moving directly to the Build / Execute phase.

In the Detailed Design phase, Capital Works Project Designs firstly go from their earlier defined conceptual state (30%) to 70%, before a design review session is held and finally the design is progressed to 100% complete and 'construction ready'. Similarly, ICT projects complete the design required for system build / integration.



During the Detailed Design phase, a range of plans are produced, for example Test Plans, Risk Management Plan, Stakeholder Management Plan, Contract Management Plan, Training Plan etc. etc. These may build on Strategy documents produced in the Plan phase.

Projects are aligned with the PDL phases, progressing in a linear sequence from Initiate through to Handover & Close. Iterative / agile methods can be applied to certain project phases. E.g., an ICT project that approaches the build phase in iterations. Essentially, the design develops concurrently with the build, thus eliminating the need for the phase gate review between those two phases.

The application of the methodology will be considered during the Initiate phase and the methodology will be tailored accordingly, and only with the endorsement of the Project Sponsor, and other notable stakeholders including the EPMO Manager.

In exceptional circumstances, further tailoring of the methodology and phases may occur, but only with the express approval of the appropriate governing body.

4.4.1 Refinement of Cost and Schedule over the Project Phases

When the project is just an idea, it is unlikely there is any dependable information to estimate the cost and time involved.

After some level of analysis in the Initiate phase, the estimate for cost and time duration for the whole project is roughly +/-50% accurate. However, the time and effort required to achieve the next (Plan) phase deliverables will be accurate.

The plan phase will refine the whole of project estimate to roughly +/-20% accuracy.

By the time the Detailed Design is complete, the required investment and time to complete the project will be tight (around 5-10%).

The degree of tolerance for milestone slippage that is granted to the PM, will be consistent with the accuracy of these estimates. Financial contingencies may also be calculated accordingly and reduced over time.

4.4.2 Detailed Design Phase Closure Gate

Evidence of Project Sponsor signoff of the mandatory Detailed Design Phase deliverables is required.

Furthermore, any amendments to previously produced plans, such as community engagement, budget etc. are also highlighted, with approval of changes as required.

4.5. Build / Execute Phase

The Build / Execute phase typically entails the following activities / deliverables:

- PM continues to execute the plan, manage risks and issues and stakeholder communications.
- Build activity is verified and validated during this phase through testing, audit and / or other means.
- 'As Built' versions of design specifications are produced to reflect any deviations from the design, that occurred during the build phase.
- Depending on the classification and type of project, various plans are completed. Examples include Go-Live Plan, Transition to Operation Plan, Operational readiness checklists etc. Furthermore, plans related to quality measurement of the deliverables are produced in this phase, in prep for execution against the plans in Handover & Close. Examples include Change Management Effectiveness Measurement Plan, Training Effectiveness Measurement Plan etc.



4.5.1 Build / Execute Phase Closure Gate

Example activities undertaken during the Build / Execute phase are the construction of real-world physical infrastructure, or integration of a new software application into the ICT architecture.

At the completion of this phase, it will be apparent that quality checks, testing and inspection have been completed to the satisfaction of the project and key stakeholders. Before the build closure gate is completed, plans will be approved for the transitioning of deliverables and services, handing over of materials for operational maintenance etc., to occur in the next phase.

4.6. Handover & Close Phase

The final stage of the project is 'Handover and Close', that ensures:

- Stakeholders accept that products are complete, and objectives have been met.
- Products handed over to designated Asset / System Owner with agreement from the recipient.
- Project documentation is finalised and archived in accordance with Council's records management policy.
- Lessons are documented and made available, such that future projects can reference them.
- Project Closure Report, including evaluation of project performance etc., is completed and approved.
- Benefit Measurement Plan is approved. This will include a final position on the expected benefits (and any justification if there is significant deviation from the pre-established expected benefits), and details about how and when benefit measurement can be undertaken in the future after the project team has been disbanded.
- Registers for risks, issues, dependencies etc. are finalised and closed. All residual items transferred with agreement from the recipient.

The EPMD is required to review and approve the Project Closure Report. By default, any residual project activity is the responsibility of the EPMD beyond the closure of the project.

4.6.1 Handover & Close (Project Closure) Gate

Evidence of signoff of the Project Closure deliverables is provided, including e.g., Final Completion Checklist, Project Closure Report, Post-Implementation Review Report, Benefit Measurement Plan etc. etc.

4.7. Post-Project Activity

Post-project activities occur once the project has been closed and the delivery function disbanded.

The EPMD is responsible for activities that occur following the formal closure of the project, including Benefit Measurement (at a time in the future) and capturing and publishing lessons.

Benefit realisation will be the responsibility of the Business Sponsor for the project, but the EPMD will mandate a Benefit Realisation Plan (as required per the project classification), diaries the Benefit Review event, facilitate the meeting and closure of actions.



5. PHASE GATES

Phase gate reviews introduce formality into approving the project to proceed to the next phase. Phase gate reviews ensure tight performance against each scheduled phase gate milestone and prevent the project from proceeding to the next phase prematurely, thereby reducing the potential for future re-work.

The phase gate reviews are also an opportunity to retrospectively analyse the performance of the project phase, take stock of what is working and introduce corrective actions. Lessons should be recorded at each phase and used to benefit the project going forward.

At each phase gate review, any changes to the project plan and business case will be highlighted. Updates to the documents will have been made, and approved prior to the actual review forum, but it is an opportune time to consider and discuss the holistic project and reset expectations about the 'big ticket' items like project duration, total cost and expected benefits.

It is possible that the project may be cancelled at a phase gate review. This is much more likely to occur when a project is in the Initiate phase, when Stakeholders are meeting to review the analysis undertaken and the proposal to take the initiative forward to the Plan phase. However, the Sponsor should seek to cancel at the earliest opportunity during the Initiate phase, and as soon as it is evident that the project is not feasible, and not necessarily wait for the scheduled phase review meeting.

It is possible for the project to become irrelevant even if it is well progressed. A range of internal and external factors can affect the viability of the business case at any stage. Ideally, the benefits are kept in close check constantly, and issues are detected mid-phase, but as a safeguard, the review and refinement of the Project Plan and Business Case is programmed into each phase gate review.

Phase gate reviews are to be attended by the EPMO Manager or team member. The EPMO Manager will usually attend phase gate reviews for projects that are classified as very complex, complex, or medium complexity.

Phase gate reviews are facilitated by either the EPMO Manager / Representative, Sponsor or Project Manager. Irrespective, the EPMO will mandate that the review is conducted according to the pre-established review criteria and may block the progress of the project to the next stage if the criteria is not satisfied.

Required attendance at phase gate reviews will be determined by the Project Classification. At a minimum (even for simple projects, where phase gate reviews apply), the PM and Sponsor will attend, in addition to the EPMO Manager / representative.

The Phase Gate review will have two main purposes:

1. To check that all deliverables produced during the phase have been approved. The PM will be required to show evidence of signoff from the individual (identified by their specific role) that is accountable for each deliverable produced. If there are any caveats, such as conditional approval, these will be raised and agreed by the Sponsor and EPMO Manager / representative. Formal minutes will detail the decisions and rationale, and actions required.
2. To take stock of the plan for the next phase. Any changes that have been made, particularly if any deliverables have been tailored out, will be elaborated upon and scrutinised. It is expected that the Sponsor will have endorsed the forward plan, including any tailoring or deviation to the standard deliverables required for the next phase.



The review meeting will occur with a checklist. Project outputs must be reviewed and approved prior to the meeting, not during.

The PM is not permitted to update the status of a phase gate milestone, or report that they have advanced to the next phase of the project unless that is a documented outcome of the phase gate review meeting, with the approval of Sponsor and EPMO.

6. CHANGE CONTROL

The project plan is baselined prior to passing the phase gate review from Plan to Detailed Design. The scoped deliverables, project schedule, budget according to spend forecast, and expected benefits are locked together. Any variation to the project must be managed through a formally controlled change process.

6.1 Types of Changes

Examples of possible changes include:

- Scope Change – including reduction or increase to scope. The work-breakdown structure may undergo modification, such that work elements are not required or additional work elements are to be created.
- Schedule variation – The schedule may need to change either to accommodate additional scope, or because the plan has changed due to slippage etc. Rarely does a schedule variation occur in isolation. Even if scope is unchanged, the resourcing and budget requirements will often require variation also.
- Budget / cost variation – Again, this may be necessary to accommodate scope change, or simply to increase the available budget because the project is exceeding, or forecasting that it will exceed, the budgeted allocation.

The PM will first raise the issue either as an urgent out of cycle notification to the Project Steering Group (PSG), or it will be flagged for the first time with a single or multiple 'Off track' (red) report indicator/s on the regular status report.

Note that unless there are exceptional and extenuating circumstances, RAG status should not go from green to red. This is especially true where the variation / change is due to slipping against the schedule or cost baseline. The indicator will be 'At Risk' (amber) while in the approved tolerable range for the PM to manage, therefore providing advance warning before the issue requires intervention from the PSG.

The PM is required to exercise their full responsibility to recover the project. In raising the red status, the PM is acknowledging that they have explored the possible corrective actions in full, have actioned (or are in the process of actioning) the corrective actions, or are raising request/s to the Sponsor and / or PSG to exercise actions that are beyond the PM's delegated authority.

In the case of slippage for instance, the required correction will be for the Governance / Steering Committee to agree to a new baseline schedule and / or grant additional funding, to return the project to 'On Track' (green) status.

Records of all prior baselines are recorded and are reported, for historical context, for the duration of the project. When assessing the performance of the project during the Closure review (and possibly earlier), the situations that gave rise to the changes and re-baselining are scrutinised for lessons learned and performance reporting.



6.2 Scope Changes

Changes to scope are managed differently. The initial activity is the preparation of a formal change request form. The change request form necessitates an impact analysis and will detail all the deliverables that are to be updated, including PM artefacts such as schedules, project plans, business case, resource plans, finances etc. as well as revisions to deliverables that have previously been completed and approved.

The Project Sponsor is required to endorse the change before it is tabled with the Governing Body for approval. Conceivably, the change control function could be separate to the Project Governance body. This is often the case with large programs of work, where a separate Change Control Board / Committee with a cross-section of specific skills may convene regularly to assess potential changes, and make recommendations or approve changes for several projects, in the same meeting.

With the change approved, changes are affected, project indicators are re-set and issue records are closed.

7. RISK, ASSUMPTIONS, ISSUES & DEPENDENCIES MANAGEMENT

Projects use a common RAID / RAAIDD (Risks⁸, Actions, Assumptions, Issues, Decisions, Dependencies) register template / tool.

7.1 Risk Management

Project Managers utilise the CoM Risk Management Framework to ensure that Project risks are captured and managed using the same principles as corporate risk management. This will ensure a single point of truth for all project related risks and enable the development of appropriate reporting to support effective risk management and oversight at an executive level.

Risks have a risk owner and adequate controls put in place to effectively manage and or mitigate. Project Managers are responsible for the identification, management, control and reporting of all project risks until a project is closed.

Risks in the RAID register are finalised during the Handover & Close phase. Any residual risks are transferred to the appropriate area for ownership beyond the life of the project.

7.2 Assumptions

Assumptions are logged in the RAID Register.

Assumptions are retired when confirmed (or not) in a timely manner and any impact on risks or issues addressed.

7.3 Issue Management

Issues are addressed immediately to minimise impact to the project.

Issues cannot usually wait for the next regular status review. They must be escalated to leadership as soon as possible. An action plan is then devised, and the issue is assigned to an owner that ensures actions are completed and brings the issue to a close.

⁸ The Risk Management component of RAID is aligned to CoM Risk Management Framework



Issue records, as with all the other registered items, are retained for record keeping purposes and for scrutiny during the closure period for lessons learnt and performance reporting.

7.4 Dependencies

Dependencies to and from the project are logged. Regular reviews should be updated to ensure that there is no movement with dependencies on other projects / parties. Where dependencies are identified from another project, the corresponding project will have a mirroring 'dependency to' record.

It is the obligation of that project with the dependency to notify the affected project with any potential change in the status of the activity / deliverable that they are dependent on. In fact, where possible, if the dependency is affected due to a potential scope change / variation, then the PM should be consulted with. The flow-on impact is to be established as part of the impact analysis exercise, prior to decisions being made.

Often dependencies will occur between related projects. The overarching Program be effective in the management of these interdependencies within the program. The Program Manager will have an elevated perspective and can make the most appropriate decision on behalf of the program and the broader organisation.

END DOCUMENT



APPENDIX

Appendix A : REFERENCE SECTION

While formulating the PMF, the following industry best practice methods have been referenced for use:

- Project Management Body of Knowledge (PMBOK)
- Project, Program, Portfolio Management Maturity Model (P3M3)
- Projects In Controlled Environments (PRINCE2)
- Managing Successful Programs (MSP)

This PM Framework references, and leverages Council policies, frameworks, methodology documents, process / procedural documents, including:

- [CoM Risk Management Framework \(Feb 2020\)](#)
- [Strategic Management Framework \(current\)](#)
- [Cross Council \(CoM, City of Charles Sturt, Port Adelaide Enfield\) ICT Solution Delivery Framework & ICT Lifecycle](#)
- CoM Major Project Methodology – DRAFT
- Capital Works Design Process – DRAFT
- Capital Works Budget Variation Process – DRAFT v0.3
- Annual Business Planning Process 2023-24 – DRAFT
- [CoM Strategic Procurement Policy and Procedures \(Dec 2021\)](#)
- [Contract Management Procedure \(Oct 2021\)](#)
- [Tender Evaluation Procedure \(Dec 2021\)](#)



Appendix B : DOCUMENTATION AND TEMPLATES⁹

<Note: Documents referenced in this section will be linked to templates when available.>

Pre-Project:

- New Initiative Proposal Template
- Project Classification Tool

Initiative Phase:

- Project Brief
- Project Management Plan
- Project Business Case - Initial
- Concept Document
- Concept Design - Initial
- High Level Design (ICT)
- Information Security Engagement Questionnaire (ICT)
- Mobilisation Plan
- Roles and Responsibilities / RACI Document - Initial
- Risk Management Approach
- Stakeholder Analysis Plan
- Stakeholder Relationship Map
- Community Engagement Approach
- Cost Estimate Class 5 (Cap Works)
- Procurement Considerations
- Solution Options Analysis Template
- Status Report Template
- Kick-off Meeting Agenda
- Project Meeting Agenda Template
- Project Meeting Minutes Template

Plan Phase:

- Project Management Plan Template
- Project Business Case (Detailed / Final)
- Section 48 Report
- Business Requirements Document (ICT)
- Requirements Management Plan
- Requirements Traceability Matrix
- Preliminary Design
- Mid-Level Design (ICT)
- Resource Management Strategy
- Resource Management Plan
- Resource Breakdown Structure
- Roles and Responsibilities (RACI) Document – Final
- Risk Management Strategy
- Quality Management Strategy
- Verification & Validation (V&V) Strategy
- Test Strategy / Master Test Plan (ICT)

⁹ Refinement to the presentation of deliverables and templates, currently in list format, will be considered with the evolution of the deliverables as mapped to project phase, pending outstanding work to consolidate the Classification criteria per project category / type.



- Configuration Management Strategy
- Solution Options Document
- Cloud Security Questionnaire (ICT)
- Configuration Management Plan
- Project Checklist - Open Space
- Change Impact Assessment
- Change Control Management Strategy / Plan
- Change Control Register (Cap Works)
- Concept Design 30% (Cap Works)
- Survey Request Form (Cap Works)
- Survey Brief (Cap Works)
- Survey Handover form (Cap Works)
- Facilities Design Toolkit (Cap Works)
- Asset Management Plans - Review
- Communication Notice & Variations Register (Cap Works)
- Schedule Management Plan
- Project Schedule (Baseline)
- Cost / Financials Management Plan
- Cost (Baseline)
- Cost / Budget Tracking Tool / Template
- Communication Management Strategy
- Communication Notice Register
- Consultation Plan
- Training Strategy
- Pre-Environment Checklist
- Change Management Strategy / Plan
- Risk, Assumptions, Actions, Issues, Dependencies, Decisions Register – RAID / RAAIDD
- Procurement Strategy
- Procurement Market Scan
- Exemption from Public Tender Request Form
- Tender Initiation Form
- Tender Evaluation Matrix
- Tender Assessment Report

Detailed Design:

- General Council Report
- Detailed Design Document (ICT)
- Process Management Plan
- Survey and Design Brief (Cap Works)
- Preliminary Design 70% (Cap Works)
- Design 100% / Issue for Construction Plans (Cap Works)
- Design Handover document – xfer of PM responsibility (Cap Works)
- Safety in Design Document Template (Cap Works)
- Solution Options Document – Final
- Communication Management Plan
- Change Request Template
- Change Request Register
- Configuration Item Record
- Build Project Brief (Cap Works)
- Project Calendar (Cap Works)



- Cost Estimate Class 1 (Cap Works)
- Application & General Computing Controls Checklist (ICT)
- Functional Specification Template (ICT)
- Technical Specification Template (ICT)
- Database Design Specification Template (ICT)
- Network Design Specification Template (ICT)
- Verification & Validation (V&V) Plan
- Test Plan(s) (ICT)
- Process Quality Checklist
- Risk Management Plan
- Quality Management Plan
- Quality Metrics Template
- Verification & Validation (V&V) Plan
- Configuration Management Plan
- Sustainable Building Maintenance Guidelines
- Procurement Plan
- Procurement Deliverables EOI
- Procurement Deliverables RFI
- Procurement Deliverables RFQ
- Procurement Deliverables RFP
- Procurement Deliverables RFT
- Procurement Technical Specification
- Tender Response Schedule
- Proceed to Tender
- Tender Evaluation
- Exemption from Public Tender Request Form
- Tender Initiation Form
- Tender Evaluation Matrix
- Tender Assessment Report
- Training Plan
- Handover To Operations Plan
- Implementation Plan
- Go-Live Plan (ICT)
- Go-Live Readiness Checklist (ICT)

Build / Execute Phase:

- General Council Report
- Deployment Plan
- As-Build Design Documentation
- Safety In Design Template
- Practical Completion Checklist
- Verification & Validation (V&V) Procedural Document
- Verification & Validation (V&V) Report
- Test Script Template (ICT)
- Test Case Template (ICT)
- Test Report (ICT)
- Quality Report
- Practical Completion Checklist
- Demobilisation Plan
- Communications



- Construction Pre-Works HSE Checklist (Cap Works)
- Environment Sustainability Design Guidelines (Cap Works)
- Sustainable Building Maintenance Guidelines (Cap Works)
- Safety in Design Template (Cap Works)
- Change Management Deliverables / Document
- Training Materials
- Training Effectiveness Measure
- Procurement Contract/Agreement
- Construction Pre-Works HSE Checklist
- Operational Readiness Checklist
- System Document(s)

Handover & Close:

- Project Closure Report
- Post-Implementation Review
- Project Completion Checklist
- Asset Register – New / Update
- Capital Expenditure Closure Form
- Quality Report
- Resource Performance Report
- Demobilisation Checklist
- Community Adoption Measurement Report
- Change Management Measurement Report
- Post-Closure Change Measurement Plan
- Training Effectiveness Measurement Report
- Contract Management Forms
- Operational Readiness Checklist - Complete
- Handover Document(s)
- Benefit Measurement Plan

Post-Project:

- Post-closure Project Report
- Benefit Realisation Report

12 Corporate Reports for Information/Noting

12.1 Cormorant Drive Reserve Aleppo Pine Removal Update

Report Reference	GC230411R12.1
Originating Officer	Coordinator Biodiversity – Jacob Lemon
Corporate Manager	- N/A
General Manager	General Manager City Services - Ben Keen

REPORT OBJECTIVE

This report presents information from the review conducted by an independent ecological consultant (Attachment 1) after year 3 on the removal of Aleppo Pines at the Lower Field River in Hallett Cove.

Report Reference	Report Title
GC201027R17	Removal of Aleppo Pines in Lower Field River

EXECUTIVE SUMMARY

The Aleppo Pine (*Pinus halepensis*) was introduced to Australia in the 19th century and has been widely planted since at least the 1920s. The species has the ability to form dense monocultures and out-compete native woodland areas and is declared under the *Landscape South Australia Act 2019*.

The removal program of the cluster of Aleppo Pines, to date, has been successful. Given that there was little evidence that the Yellow-tailed Black Cockatoos frequently utilise the site for foraging, it is unlikely that the continued removal of the pines will have a significant impact on the species.

Council endorsed the gradual/phased removal of these trees over a 6-year period and this report provides an update of the progress of this removal program.

RECOMMENDATION

That Council:

1. Notes this report.

DISCUSSION

At the General Council Meeting on 27 October 2020, a report was presented which outlined five recommendations for the removal of 34 Aleppo Pines at the Lower Field River in Hallett Cove. Recommendation three notes that in adopting the 6-year tree removal and revegetation plan a review will be undertaken after year 3 with a report presented to Council in 2023.

An on-ground assessment of the project was conducted on 8 December 2022 to assess the success of tree removal, revegetation efforts, and the health of remaining Aleppo Pines.

All the Aleppo Pines on the northern side of Cormorant Drive have been removed. Of the twelve trees on this side, six were suggested by the arborist to be removed in the first and second years and are consistent with the schedule. The remaining six were scheduled to be removed in years three and four, however these have also been felled. Initial plans were to revegetate in and around the third and fourth year of tree removal, but it was decided that felling a tree in close proximity to this would cause an unnecessary disturbance, hence the trees were cleared ahead of schedule to

avoid impacts. On the southern side of Cormorant Drive there are seven pines of the original twenty-two remaining. All were assessed to be in fair health during the survey by Succession Ecology, which is consistent with the original arborist report. Two pines (Trees 17 and 22) were categorised as having a poor structure, where they were previously assessed to have a fair structure. Each of the trees had significant dieback, likely due to being previously shaded by neighbouring pines that are now removed.

While there was evidence of some feeding by Yellow-tailed Black Cockatoos, the heavy loading of pinecones remaining on the trees suggests that the cockatoos may not be feeding on them regularly and that they are not an important food source location. Apart from occasional use by the Yellow-tailed Black Cockatoo, the trees do not appear to be vitally important for other bird species in the area. Given that within the reserve there is a variety of different native shrub and tree species that can be utilised as a source of food or shelter, and that clearance of pines is being immediately followed by native revegetation, the removal of pines will not be a significant loss for the site.

The revegetation looks to be growing well, with management (such as brush cutting) being carried out. There were some weed incursions around the revegetation sites and within the guards, that will be regularly controlled to allow for effective growth of the planted individuals. The species planted are consistent with the revegetation plan, with a mixture of understorey, overstorey and midstorey plants to replace the Aleppo Pines. Around the reserve, there were several plant species (within genera *Allocasuarina* and *Callitris*) that currently provide alternative food for Yellow-tailed Black Cockatoos.

Liveable: Weed management is a critical service that supports Council's Remnant Native Vegetation Plan 2018-2023.

Valuing Nature: Implementing a revegetation plan post Pine Tree removal is an appropriate way to ensure the environment is not negatively impacted.

Risk Management: Managing/removing Aleppo Pines that are not structurally safe in open spaces mitigates risk to the public at this open space reserve. Managing fire risk is also a priority in this area.

Legal / Legislative / Policy: Aleppo Pines are declared under the Landscape South Australia Act 2019.

Timeline: Currently in the fourth year of the program with two years remaining.

CONCLUSION

The Aleppo Pine removal program has been successful to date. Necessary adjustments have been made to the removal of some pines due to a concerted effort to get the best possible vegetation reinstatement outcome. At the writing of this report, seven Aleppo Pines are remaining with three scheduled to be removed in mid to late March 2023. This will leave four Aleppo Pines remaining to be removed over the final two years of the program.

ATTACHMENTS

1. City of Marion Aleppo Pine Removal SE Dec 22 [12.1.1 - 17 pages]



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Cormorant Drive Reserve

**Evaluation of Aleppo Pine
Removal**



DOCUMENT SPECIFICATION

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DOCUMENT HISTORY

Version	Issue Date	Prepared By	Reviewed By	Modifications
1	15/12/ 2022	Cassidy Le Busque	Lucy Wood, Sabine Both & Briony Horner	Draft

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1.0 INTRODUCTION

1.1 Background

The City of Marion is undertaking a program to remove a cluster of 34 Aleppo Pines (*Pinus halepensis*) from Cormorant Road Reserve in the suburb of Hallett Cove. While the Aleppo Pine is declared under the *Landscape South Australia Act 2019*, and as such must be controlled, this species is also an important food source for Yellow-tailed Black Cockatoos (*Zanda funerea ssp. whiteae*). Yellow-tailed Black Cockatoos are listed as Vulnerable in South Australia under the *National Parks and Wildlife (NPW) Act 1972* and hence are an important consideration in the removal of the pines.

A six-year plan for the removal of the Aleppo Pines was established in 2020, where an arborist assessed the trees on site and the timeframe in which each should be removed was decided upon. This plan proposed that the largest, healthiest pines, with the highest amenity value be removed last (year six), and those in poorest condition be removed first (Figure 1). This staggered and targeted program was designed to ensure that the trees that are of least value to the Yellow-tailed Black Cockatoos, and other birds, are removed first. In addition to this, a revegetation plan was formed to replace the pines with native plants, including those that the Yellow-tailed Black Cockatoos can utilise as a food source.

The previous assessment of the site took place in September 2020 (approximately 2 years ago) prior to the removal of any of the pines. A literature review regarding the importance of the of Aleppo Pines to Yellow-tailed Black Cockatoos was also undertaken at this time. The staged removal of the pines allows for reviews to occur at each stage, where the health and structure of the pines that have yet to be removed can be re-assessed. Hence, if a tree has lost its amenity value, it can be removed sooner than planned. It also allows for a review of any new literature that may emerge, after 2020, which can then be taken into consideration.

An on-ground assessment of the project was conducted on the 8th of December 2022 to assess the success of tree removal, revegetation efforts, and the health of remaining Aleppo Pines. Observational notes were made on fauna activity on the area.

1.2 Objectives

This report will provide:

1. A review of new literature (after 2020 when the last literature review was undertaken) regarding the importance of the Aleppo Pine to the Yellow-tailed Black Cockatoo. Any updates on the topic will be provided.
2. A current assessment of the site, including:
 - a) An assessment of the remaining Aleppo Pines (particularly their structure and health), to inform the next stage of targeted tree removal.
 - b) Effectiveness of the removal of the Aleppo Pines to date (including regeneration).
 - c) Observations of the current use of the Aleppo Pines and opportunistic observations of bird species present at the site.
 - d) An evaluation of the revegetation efforts that have occurred to date (including seedling survival, weed incursion and herbivory).



Figure 1: The proposed original removal timeframe of the Aleppo Pines at Cormorant Drive Reserve.



2.0 LITERATURE REVIEW

2.1 Brief Summary of Previous Literature Review

The Yellow-tailed Black Cockatoo is not a nationally threatened species; however, it is listed as Vulnerable under the *NPW Act 1972* and is considered Vulnerable in the Adelaide and Mount Lofty Region. The cockatoos feed on the seeds of native plant species such as *Hakea* spp., *Banksia* spp., *Xanthorrhoea* spp. and *Allocasuarina* spp. However, due to land clearance these species have declined in distribution and abundance, leaving Yellow-tailed Black Cockatoos to feed on introduced species instead. They have adapted to feeding on Aleppo Pines and Radiata Pines (*Pinus radiata*), which both produce a much higher quantity of seed than native plants.

2.2 Updated Information

There is little new information regarding the Yellow-tailed Black Cockatoo or Aleppo Pines that has been published within the last two years. One paper suggests that climate change is likely to affect the distribution of the Yellow-tailed Black Cockatoos. Climate change is expected to limit future resource availability across Australia, meaning the Yellow-tail Black Cockatoos must either adapt by finding new food sources or shift their range (Amin et al. 2021). Poleward shifts in many Australian species are common due to climate change, and for the cockatoos their southern-range-edge population in southern Australia and Tasmania is the frontier of the southward redistribution, and possibly their last refuge. Hence, suitable habitat areas such as old-growth native forests and pine plantations are vitally important as a stronghold for the Yellow-tailed Black Cockatoos (Amin et al. 2021). In saying this, moving large distances between foraging sites is energetically expensive for the Yellow-tailed Black Cockatoos and so a patch of Aleppo Pines within the suburbs is unlikely to be an important last refuge for the species in comparison to large patches of suitable habitat/foraging trees (Amin et al. 2021).

An important note is that Yellow-tailed Black Cockatoos were previously included in the genus *Calyptorhynchus* (as they are referred to in the previous report), which also included the Red-tailed Black Cockatoo (*C. banksii*) and the Glossy Black Cockatoo (*C. lathami*; Atlas of Living Australia 2022). However, they have been moved into the new genus, *Zanda*, along with Baudin's Black Cockatoo (*Z. baudinii*) and Carnaby's Black Cockatoo (*Z. latirostris*). This shift to a new genus occurred due to genetic divergences between the two genus', namely differing tail colours, head patterns and their degree of sexual dimorphism (Atlas of Living Australia 2022).



3.0 FIELD ASSESSMENT & OBSERVATIONS

3.1 Assessment of Remaining Aleppo Pines

There were seven Aleppo Pines remaining at Cormorant Drive Reserve in December 2022, all on the southern side of Cormorant Drive (see Appendix A). These were all a similar height (10-20 m), and all considered to be in fair health (see Appendix B). Five trees were assessed to have a fair structure, each of them having dieback on one side. Two trees were considered to have a poor structure, both with little foliage along much of the trunk and one with a broken branch (Table 1).

Table 1: The health and structure of each of the remaining Aleppo Pines.

Tree ID Number	Health	Structure	Comments
13	Fair	Fair	Dieback on one side.
16	Fair	Fair	Dieback on one side.
17	Fair	Poor	Foliage starts approx. 3/4 of the way up the trunk.
20	Fair	Fair	Dieback on one side.
22	Fair	Poor	Foliage starts approx. 3/4 of the way up the trunk. Large branch had broken.
31	Fair	Fair	Had the most foliage. Did have dieback on one side.
32	Fair	Fair	Dieback on one side. Leaning over the creek.

3.2 Evaluation of Effectiveness of Aleppo Pine Removal

No regrowth was observed on any of the pine stumps and there were no pine seedlings present within the area (Figure 2), indicating that the removal of the Aleppo Pines had been successful.



Figure 2: Aleppo Pine stump at site, no regrowth observed.

3.3 Observations of Current Aleppo Pine Use & Birds Present

While surveying the site, several native bird species were observed including the Willy Wagtail (*Rhipidura leucophrys*), Australian Magpie (*Gymnorhina tibicen*), New Holland Honeyeater (*Phylidonyris novaehollandiae*), Magpie Lark (*Grallina cyanoleuca*) and Red Wattlebird (*Anthochaera carunculata*). A number of introduced bird species were also present, namely the Spotted Dove (*Spilopelia chinensis*), Common Starling (*Sturnus vulgaris*) and Common Blackbird (*Turdus merula*). Only one bird, the Willy Wagtail, was observed utilising an Aleppo Pine as perch (Figure 3).

No Yellow-tailed Black Cockatoos were seen during the survey, however, pinecones on the ground showed evidence of being feed on, indicating that the cockatoos are still using the trees as a food source (Figure 4). Despite this, the Aleppo Pines had a heavy loading of pinecones remaining on them, suggesting that the Yellow-tailed Black Cockatoos are not feeding on them heavily or frequently.



Figure 3: A Willy Wagtail sitting on the branch of an Aleppo Pine.



Figure 4: Pinecone on the ground showing evidence of being fed on by Yellow-tailed Black Cockatoos.

3.4 Evaluation of Revegetation Undertaken

Much of the vegetation that has been planted was healthy, and while some have not survived, the overall survival rate to date was good. There was a small amount of weed incursion around the revegetation, with several guards having weeds within them. Brush cutting of the reeds had occurred around the revegetated sites.



Figure 5: A healthy *Acacia acinacea*, planted on the northern side of Cormorant Drive.



Figure 6: Weed incursion within a guard, growing beside the planted species.



4.0 DISCUSSION

All the Aleppo Pines on the northern side of Cormorant Drive have already been removed. Of the 12 trees on this side, six were suggested by the arborist to be removed in the first and second years and hence are consistent the schedule. The other six were scheduled to be removed in the third and fourth years, however these have also been felled. Initial plans were to revegetate in and around the third- and fourth-year of tree removal, but it was decided that felling a tree in close proximity to this would cause an unnecessary disturbance, hence the trees were cleared ahead of schedule to avoid impacts. On the southern side of Cormorant Drive there are seven pines of the original 22 remaining. All were assessed to be in fair health during the survey by Succession Ecology, which is consistent with the original arborist report. Two pines (Tree 17 and 22) were categorised as having a poor structure, where they were previously assessed to have a fair structure. Each of the trees had significant dieback, likely due to being previously shaded by neighbouring pines that are now removed. It is recommended that one tree, 22, should be removed sooner than first suggested due to its poor structure.

During the survey no seedlings or reshoots of Aleppo Pines were observed. Aleppo Pine seeds are wind dispersed and spread by Yellow-tailed Black Cockatoos; however, the majority of seeds fall within 40-50 m of the parent tree (Way 2006). This soil seedbank is short-lived, and studies have shown that germinable seed content in the soil has been shown to rapidly deplete following the first wet season (Prevosto et al. 2013). The species can also re-shoot from small pieces of foliage missed during previous control (Way 2006). Therefore, following up on seedlings and reshoots is necessary, but only within 1-2 years of the pines being felled.

While there was evidence of some feeding by Yellow-tailed Black Cockatoos, the heavy loading of pinecones remaining on the trees suggests that the cockatoos may not be feeding on them regularly and that they are not an important food source location. Apart from occasional use by the Yellow-tailed Black Cockatoo, the trees do not appear be vitally important for other bird species in the area. During the survey only one species, the Willy Wagtail, was seen using the branch of a pine to perch. Given that within the reserve there is a variety of different native shrub and tree species that can be utilised as a source of food or shelter, and that clearance of pines is being immediately followed by native revegetation, the removal of pines will not be a significant loss for the site. There may be temporarily negative side effects, as removal of mature trees may increase wind exposure and reduce the amount of shade. However, in the long term the revegetation efforts will result in native plant species taking over these functions.

The revegetation looks to be growing well, with management (such as brush cutting) being carried out. There was some weed incursion, around the revegetation sites and within the guards, that should be regularly controlled to allow for effective growth of the planted individuals. The application of a seeded cover of low growing chenopods could reduce the weed management requirements in this area, providing competition and improving amenity. The species planted are consistent with the revegetation plan, with a mixture of understorey, overstorey and midstorey plants to replace the Aleppo Pines. The number of tree/shrub species could be increased across the reserve to include more species that would provide a good food source replacement for the Yellow-tailed Black Cockatoos (such as *Allocasuarina*, *Banksia* and *Hakea* species). Around the reserve, there were several plant species (within genera *Allocasuarina* and *Callitris*) that currently provide alternative food for Yellow-tailed Black Cockatoos. There are however, a limited number of individuals that were restricted to the western bank of the creek line.



5.0 CONCLUSION AND RECOMMENDATIONS

The removal program of the cluster of Aleppo Pines, to date, is successful. Given that there was little evidence that the Yellow-tailed Black Cockatoos frequently utilise the site for foraging, it is unlikely that the continued removal of the pines will have significant impacts on the species. There are, however, several recommendations that can be taken into consideration following the most recent survey:

- Tree 22 should be removed sooner than first determined, while the other pines should still be removed in accordance with the original timeframe.
- While the revegetation is growing well, weeding should be carried out more frequently.
- An alternative to the intensive management of weeds could be the application of a seeded cover of low growing chenopod species to provide competition and improve amenity.
- If possible, more food source plant species for the Yellow-tailed Black Cockatoos should be planted.



6.0 REFERENCES

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Way S. (2006). *Strategic management of Aleppo Pines on Lower Eyre Peninsula to maximise biodiversity conservation outcomes*, Department for Environment and Heritage, South Australia.



7.0 APPENDICES

Appendix A: The seven trees remaining at Cormorant Drive Reserve.





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Tree
22



Tree
31



Tree
32





Appendix B: The definitions of the categories used to assess the health and structure of the Aleppo Pines, as defined by the arborist who first assessed the trees.

Structure
<ul style="list-style-type: none"> • Good: Trees that are typical of the species with a structure that is free from notable defects fall within this category. Some maintenance pruning may be identified as required for subject trees/shrubs that fall within this category. • Fair: This category includes those trees that may have one or more of the following structural defects: minor bark incursions, co-dominant leaders, minor trunk wounding or decay, branches that are overextended or end weighted, poor pruning history, leaning trunk, unbalanced canopy, moderate epicormic growth or a history of minor branch failures. Remedial and/or maintenance pruning is typically identified as required to address these structural issues. • Poor: This category includes those trees that may have one or more of the following structural defects: co-dominant leaders with major bark inclusions, major bark inclusions present within the canopy, dieback to a significant proportion of the canopy, a history of major branch failure, a severely leaning trunk, extensive decay or wounding, excessive end-weighted and over-extended branches, excessive epicormic growth, root damage or tree instability. Remedial and/or maintenance pruning typically will not address these structural issues identified in this category. Generally, removal is the only available option.
Health
<p>The health and condition of a tree/shrub is determined by its overall appearance, foliage colour, density, vigour and the presence/absence of pests and diseases within the crown. Specifically, tree health and condition is categorised as one of the following:</p> <ul style="list-style-type: none"> • Good: This category includes trees with moderate growth rate, foliage density and vigour, moderate pest or disease infestation, only a small amount of dead wood present within the canopy, and good aesthetic appeal. • Fair: This category includes trees within moderate growth rate, foliage density and vigour, moderate pest or disease infestation, minor growth tip dieback, a moderate amount of dead wood, and where aesthetic appeal is lacking and other stress factors are present. • Poor: This category includes trees with low growth rate, poor foliage density and vigour, dieback to a significant proportion of the canopy, a high level of pest or disease infestation, a large amount of dead wood within the canopy, and that lacks aesthetic appeal and/or have other signs of severe stress.

12.2 Kerb Ramp Program

Report Reference	GC230411R12.2
Originating Officer	Unit Manager Civil Services – Doug Eatts
Corporate Manager	- N/A
General Manager	General Manager City Services - Ben Keen

REPORT HISTORY

Report Reference	Report Title
ASC210601R04	Footpath and Kerb Ramp Condition Audit
GC220726Q16.1	Footpath and Ramp Works

REPORT OBJECTIVE

The purpose of this report is to provide an update to Elected Members on the Kerb Ramp Upgrade Program.

RECOMMENDATION

That Council:

- Notes the report.**

BACKGROUND

In 2020/21 Council endorsed through the Annual Business Plan a budget of \$400,000 p.a. to upgrade kerb ramps across the City of Marion to the current Disability Discrimination Act (DDA) compliance.

In December 2020, a city-wide footpath and kerb ramp audit was undertaken to identify the number of ramps within the network that would require upgrading. In the audit it was identified that of a total of 7,362 kerb ramps only 43% were DDA compliant (3,119 ramps) whilst 57% non-DDA compliant (4,243 ramps). This data was presented to the Asset and Sustainability Committee in June 2021 (ASC210601R04).

In 2021/22 a prioritised program was developed based on kerb ramps within close proximity to destinations, generating a theoretical utilisation and risk model of each footpath and kerb ramp asset in the City of Marion, using location data such as:

- Retirement homes
- Schools
- Train stations
- Bus stops
- Shopping areas/commercial areas
- Community Hubs/Neighbourhood Centers
- Reserves and sporting areas

The model generated a 'heat map' of the city with each footpath and kerb ramp being issued with a High, Medium or Low score. The Kerb Ramp Program is prioritised with the high usage/risk areas before moving to medium and low priority areas (see attachment A for the Footpath Hierarchy map).

In total 1,184 High risk ramps were identified, roughly 28% of non-DDA ramps within City of Marion.

DISCUSSION

Since the commencement of the Kerb Ramp Upgrade program in 2021/22, a total of approximately 347 ramps were upgraded to DDA compliance. Data from 2020/21 has been found to contain errors and inconsistencies and is therefore not provided. Since then, programs such as Microsoft Project have been in use for programming and cost tracking, allowing a consistent and trusted capture of data.

Financial Year	Budget	Kerb Ramps Upgraded	Unit Rates
2020/21	\$400,000	Unknown	Unknown
2021/22	\$400,000	226	\$1,770 per ramp
2022/23*	\$400,000	121*	\$2,161 per ramp

* As of March 2023

There has been a notable increase in unit rates for kerb ramps from 2021/22 to 2022/23, this is due to an increase in cost of materials and CPI.

Kerb ramp costs for the 2022/23 program excludes adjoining structures like footpath, kerb & channel, spoon drain and asphalt reinstatement. These items were previously included in the kerb ramp program. Through correct cost allocation to the footpath, kerb & channel program budgets, \$194k of these costs have been allocated to the appropriate asset. All of the \$400k budget will be utilised for kerb ramps.

In-year cost to date of the 2022/23 kerb ramp program is \$261,489, with the following work completed as of March 2023:

- 119 kerb ramps replaced.
- 2 new kerb ramps.

The current projection date to complete all ramps within the City of Marion to DDA compliance is approximately 2048/49. Assuming unit rates are \$2,500 per ramp and budget is increased by Consumer Price Indexation (CPI), this equates to approximately 160 ramps per year.

Improvements to the kerb ramp program will continue to be made to reduce the unit rates of kerb ramps. Replacing ramps within current capital works programs can minimise costs and save time. The benefits include: no additional mobilisation costs or traffic management fees, low volume concrete supply surcharges/rates, and there will be efficiencies in utilising the existing plant and staff/contractors onsite.

The programs that provide the opportunity to incorporate budget from the Kerb Ramp Upgrade program include:

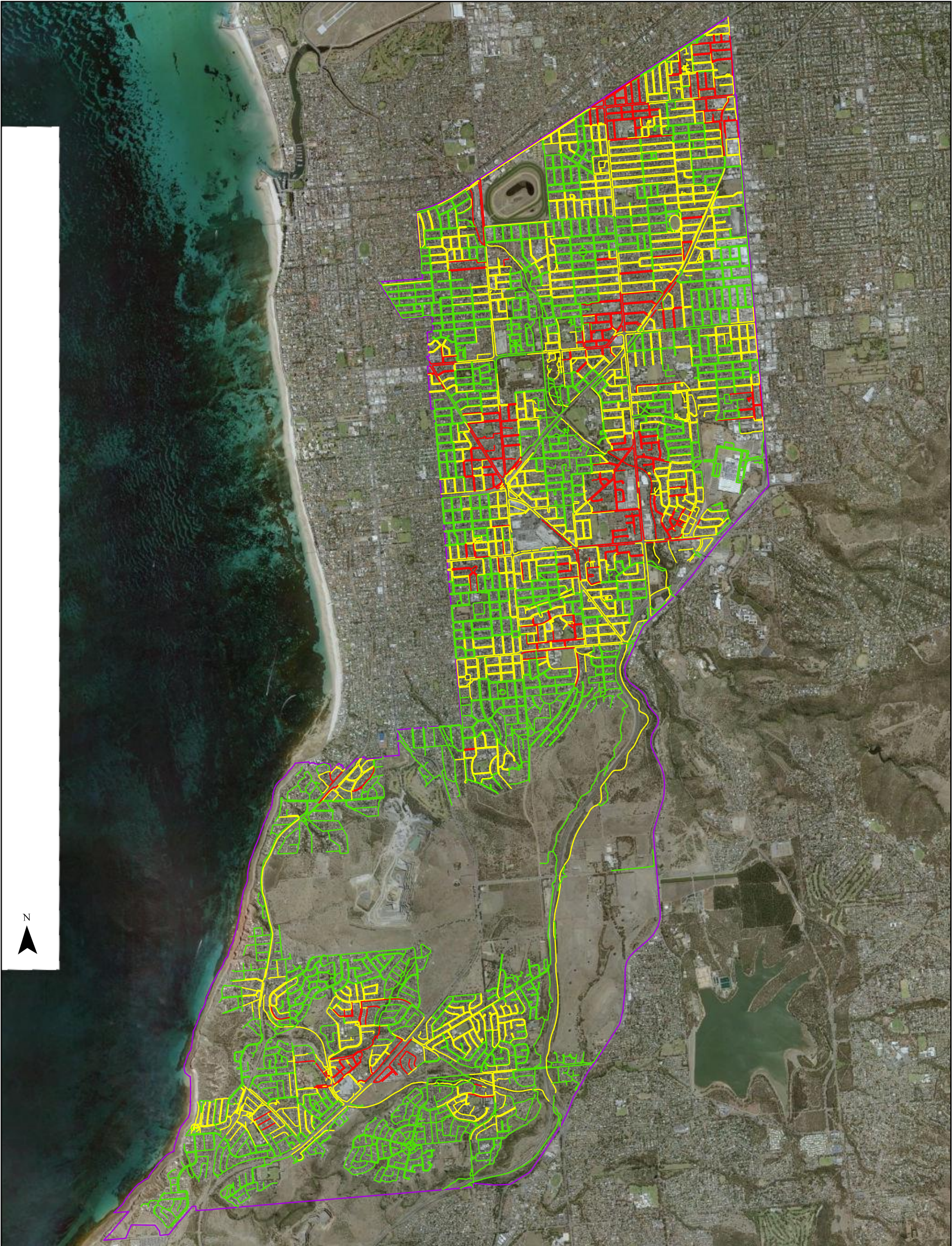
- Kerb and Watertable Program
 - The Kerb and Watertable Program is developed by reviewing the roads program for the following year and identifying large areas of kerb and watertable that require renewing (due to the condition/defects or kerb and watertable not functioning as designed).
- Footpath Programs
 - The New, Upgrade and Renewal Footpath Programs can utilise plant and staff to construct kerb ramps.
- Streetscape Program
 - All streetscape projects have already identified the requirement to upgrade kerb ramps within the streetscape design.

Overall, this could result in a reduction of unit rates to approx. \$2,000 per ramp, thus being able to deliver more ramps per year with existing budgets (approximately 200 total per year).

The next review and update of the Transport Asset Management Plans is scheduled to be undertaken in 2024 (for Council endorsement in November 2024). The information provided in this report will be incorporated into the update. This will also be supported by an audit of our ramps, scheduled in FY 2023/24 as part of our footpath audit.

ATTACHMENTS

1. Footpath Hierarchy Map [**12.2.1** - 1 page]



Legend

Path Hierarchy Grouping

- High
- Low
- Medium
- CoM_Boundary

12.3 WHS Report

Report Reference	GC230411R12.3
Originating Officer	Unit Manager WHS – Mark Jentsch
Corporate Manager	Manager People and Culture - Sarah Vinall
General Manager	Chief Executive Officer - Tony Harrison

REPORT HISTORY

List any relevant report references - optional field, remove table and heading if not required

Report Reference	Report Title
e.g. GC230411RXX.X	WHS Report

REPORT OBJECTIVE

The purpose of this report is to inform Council of key Work Health and Safety performance indicators

EXECUTIVE SUMMARY

City of Marion has reported 0 Lost Time Injuries during March 2023.

The 12 month Rolling Lost Time Injury Frequency Rate (LTIFR) has decreased from a high of 13.4 Lost Time Injuries per million hours worked in September 2022 to the current LTIFR of 10.2.

The 12 month Rolling Total Recordable Injury Frequency Rate (Lost Time Injuries + Medically Treated Injuries) has decreased from 29.1 in December 2022 to 24.5 in March 2023.

RECOMMENDATION

That Council:

- 1. Notes this report**

ATTACHMENTS

1. GC Attachment - WHS GC230411 - Monthly WHS Report for meeting April 2023 [**12.3.1** - 2 pages]

WHS Monthly Performance Report for 01-31 March 2023

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 proactive 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. They can be compared against those reported last financial year which are outlined in Table 2.

Table 1: Hazard and Near Miss Reports - Financial Year 2022/23

Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total	Ave
21	17	30	10	12	3	4	9	13				119	13.2

Table 2: Hazard and Near Miss Reports - Financial Year 2021/22

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total	Ave
8	6	6	4	4	5	5	8	8	3	4	11	72	6

Lost Time Injuries Reported (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 presented in Table 3 and can be compared against those reported last financial year which are presented in Table 4.

Table 5 provides description of the LTI's for the current financial year.

Table 3: Number of LTI's per month - Financial Year 2022/23

Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
1	1	1	1	0	0	0	1	0				5

Table 4: Number of LTIs per month - Financial Year 2021/22

Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Total
0	0	0	0	1	0	0	1	1	0	2	0	5

Table 5: Outline of LTIs reported - Financial Year 2022/23

No.	Description of Incident	Mechanism of Injury	Injury Description
1	Stepping back from garden bed and slipped on loose soil.	Slipping on loose soil	Hyper extended right knee
2	Walking up steep slopes at skate park with blower vac.	Muscular stress while carrying objects on steep slopes	Ongoing pain in left hip
3	Accumulated back, neck and shoulder pain from change in task type.	Muscular stress	Pain developed in soft tissue
4	Slipped on stair tread after walking on wet carpet.	Slips and trips	Fractured ankle
5	Muscle strain in back pulling bin stand out of ground.	Muscular stress caused by lifting object	Muscle strain in back

Lost Time Injury Frequency Rate (Skytrust reporting data)

The Lost Time Injury Frequency Rate (LTIFR) is a measure of the occurrence of Lost Time Injuries per million hours worked. The current financial year LTIFR for the CoM is 9.9

Rolling Average Lost Time Injury Frequency Rate (Skytrust reporting data)

Rolling Average Lost Time injury frequency rate is a measure of the LTIFR trend over an extended reporting period.

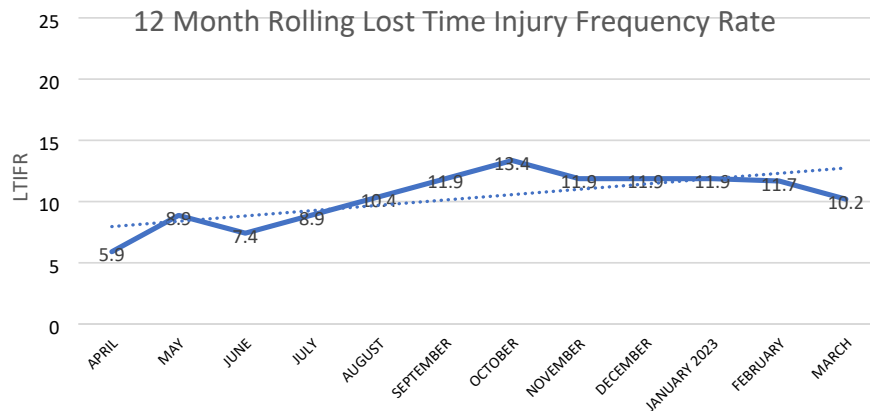


Figure 1: Rolling LTIFR over 12 months

Rolling Total Recordable Incident Frequency Rate (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, provides analysis of the TRIFR over the last 12 months.

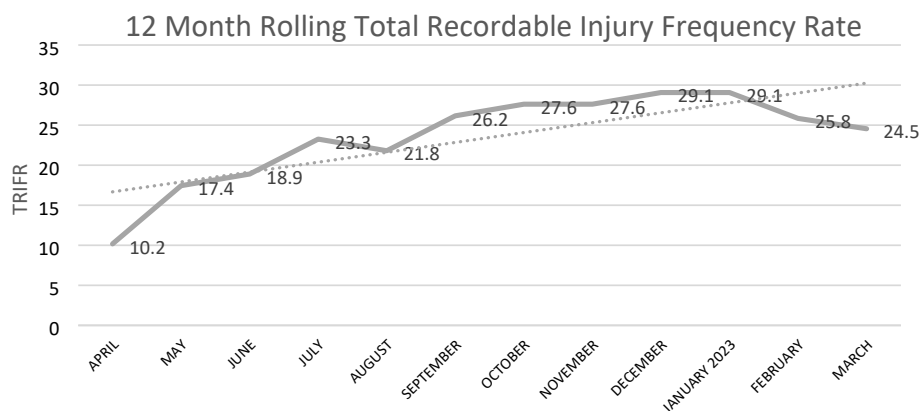


Figure 2: Rolling TRIFR over 12 months

13 Workshop / Presentation Items - Nil**14 Motions With Notice - Nil****15 Questions With Notice - Nil****16 Motions Without Notice****17 Questions Without Notice****18 Other Business****19 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.