His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF FINANCE AND AUDIT COMMITTEE MEETING

Council Chamber, Council Administration Centre
245 Sturt Road, Sturt

Friday, 10 July 2020 at 09:30 AM

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

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

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



Adrian Skull
Chief Executive Officer

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OPEN MEETING

KAURNA ACKNOWLEDGEMENT

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

COMMITTEE MEMBERS DECLARATION (if any)

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Finance and Audit Committee Meeting held on 19 May 2020

Originating Officer Unit Manager Governance and Council Support - Jaimie Thwaites

Corporate Manager Manager Corporate Governance - Kate McKenzie

Report Reference: SFAC200710R01

RECOMMENDATION:

That the minutes arising from the Finance and Audit Committee Meeting held on 19 May 2020 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment	Type
1	FAC200519 - Final Minutes	PDF File

FAC200519 - FINANCE AND AUDIT COMMITTEE MEETING

Tuesday, 19 May 2020 at 02:00 PM

Held in Virtual Meeting Room - Zoom

PRESENT (via electronic means)

Mrs Emma Hinchey (Chair), Ms Natalie Johnston, Mr David Papa and Councillor Tim Gard

In Attendance (via electronic means)

Mr Adrian Skull	Chief Executive Officer
Ms Sorana Dinmore	General Manager Corporate Services
Ms Illa Houridis	General Manager City Development
Mr Tony Lines	General Manager City Services
Mr Ray Barnwell	Manager Finance
Ms Kate McKenzie	Manager Corporate Governance
Mr Brendon Lyons	Unit Manager Asset Solutions
Mr Mathew Allen	Manager Engineering, Assets and Environment
Mr Colin Heath	Senior Procurement Specialist
Ms Sherie Walzcak	Unit Manager Risk
Mr Steven Williams	Risk Coordinator
Ms Cass Gannon	Performance and Innovation Leader
Ms Karen Cocks	Manager Customer Experience
Ms Liz Byrne	Manager Community Connections
Ms Jaimie Thwaites	Unit Manager Governance & Council Support
Mr Eric Beere	KPMG
Ms Heather Martens	KPMG
Mr Lee Girolamo	Deloitte
Mr Richard Wong	Deloitte

OPEN MEETING

The Chair opened the meeting at 02:00 PM

KAURNA ACKNOWLEDGEMENT

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

ELECTED MEMBERS DECLARATION (if any)

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

Nil declarations were made.

COVID-19 Update

The Chief Executive Officer provided an update on the organisation's response to COVID-19. The update outlined the steps taken to date and plan going forward.

The Committee noted the following points in relation to the COVID-19 Update:

- Council has enacted its Business Continuity Plan at a Level 3 incident and the Incident Management Team (IMT) has been operational for a number of weeks. The IMT was meeting daily at the beginning and the frequency has now reduced.
- The IMT has been managing the response including the closure of various Council facilities and services. These have now started to re-commence with the reopening of a number of facilities in the last week.
- Staff are encouraged to work from home where possible. Some more isolated workers have returned to the workplace for their wellbeing. Access to the Employee Assistance Program (a confidential service available to staff and their families) has had a small increase.
- Council has been monitoring daily the number of applications for rates hardship. Approximately three times more people have applied for rates hardship compared to this time last year. This number may increase more before the final due date. It is made up of a mix of commercial, industrial and residential rate payers.
- There has been a reduction in revenue (e.g. from parking fines, usage charges and hire fees. This has largely been offset by a reduction in expenditure (e.g. travel, catering etc.).
- Community and staff wellbeing are a big concern and various actions have been put in place to address.
- Councils are regularly meeting to discuss issues and possible solutions.

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Finance and Audit Committee Meeting held on 25 February 2020

Report Reference: FAC200519R01

Moved Ms Johnston, Seconded Councillor Gard

That:

1. the minutes arising from the Finance and Audit Committee Meeting held on 25 February 2020 be taken as read and confirmed.

Carried Unanimously

BUSINESS ARISING

Business Arising Statement

Report Reference: FAC200519R02

The Committee noted the report and confirmed that the 'Secondment Management Roles and Responsibilities' document was circulated out of session.

The Committee suggested that where appropriate, items distributed out of session to be included in the next agenda so the public has access to them.

CONFIDENTIAL ITEMS - Nil

REPORTS FOR DISCUSSION

Elected Member Report

Report Reference: FAC200519R03

Councillor Gard highlighted that the Confidential items relating to the 'Disclosure Incident" were of significance. As these items are subject to confidentiality orders the Committee noted it would discuss them in other business at the end of the meeting if time permitted.

Councillor Gard also highlighted the two Majors Road projects (BMX facility and Soccer). It was noted that the aim is to run projects to the same time so economies of scale are achieved by running them together.

The Committee noted the report.

External Audit Engagement for the Year Ending 30 June 2020

Report Reference: FAC200519R04

2.30pm Mr Lee Girolamo and Mr Richard Wong from Deloitte joined the meeting

Mr Girolamo gave an overview of the Deloitte Audit Service Plan for the 30 June 2020 Audit.

The following points were highlighted by the Committee in relation to the External Audit Engagement for the Year Ending 30 June 2020:

- Three new accounting standards impacting on (Rates and Statutory Charges, Grant Revenue and Leases) were discussed, noting that these will be implemented this year for the first time
- The impact of COVID-19 will be a new consideration this year and what impact it has had on the end of year financial statements (e.g. internal controls that have been impacted by

working from home arrangements).

- The impact of the leasing standards is not likely to have a major impact but changes to standards in relation to tied grant funding may have more of an impact. .
- The asset valuations have not been used for materiality which is based on revenue. This is the same approach used in prior years.
- Deloitte's noted that, as external auditors, they cannot rely on internal audit reports, but they can review them to identify risks.

Moved Mr Papa, Seconded Ms Johnson

That the Finance and Audit Committee:

1. Considers the outline of Deloitte's Audit Plan for the financial year ending 30 June 2020.
2. Notes the scope of the audit to be carried out by Deloitte for the year ending 30 June 2020.
3. Notes that the Chief Executive Officer will execute the acknowledgement of engagement letters.

Carried Unanimously

Draft Annual Business Plan 2020-21 and LTFP Update
Report Reference FAC200519R05

The Manager Finance introduced the item, highlighting that Council has been pleased to be able to support the community in these difficult times with a 0% rate increase, proposed in the Annual Business Plan, currently out for public consultation. The Draft ABP also includes new initiatives and projects to stimulate the economy noted in the report on page 43.

The Committee noted the following comments in relation to the Draft Annual Business Plan 2020-21 and LTFP Update:

- The written document has significantly improved and is well presented. It is written at the required community level (simple to understand and very clear).
- The funding allocation to the Community Facilities Partnership Program and the Road Reseal Program have been assessed and reduced to allow for the 0% rate increase in 2020-21.
- The document may benefit for some additional explanation about the impacts of COVID-19, however noting that Councils full program is continuing.
- That $2m of borrowings in 2020-21 has been accounted for regarding the Mitchell Park Redevelopment. This should be revisited when its due and if Council has adequate cash flow to cover these borrowings.
- The full impact of unpaid rates is still unknown but continually being assessed on a daily basis.
- The provision for doubtful debts has not been increased.
- Carryovers are much better managed and there is a better understanding about what is

acceptable.

- It should be highlighted that due to Council's robust financial position, a 0% rate rise is possible.
- Council may wish to further challenge the targets within the Key Performance Indicators (KPI) for its Capital Works Program and Asset Management. It was noted that the Capital Works Program is a stretch program and the KPI reflects this.

Action: the Committee requested to see estimates of Council's cash position in future iterations of the LTFP and worst case scenario across the life of the Long Term Financial Plan.

Moved Mr Papa, Seconded Ms Johnston

That the Finance and Audit Committee:

1. Note the change in the key assumption regarding the proposed rate increase from 1.6% to a proposed zero rate increase for 2020-21 year since the 25 February 2020 FAC meeting

2. Provide feedback on the Draft ABP 2020-21 and Draft LTFP (Attachment 2)

3. Note the new initiatives and capital works included in the Draft ABP and LTFP (Attachment 1)

4. Note the revision of the Corporate KPI's relating to the delivery of Council's capital works program and total employee costs

5. Note the proposed addition of a Corporate KPI related to Carbon Neutrality

Carried Unanimously

Asset Management

Report Reference: FAC200519R06

Unit Manager Asset Solutions introduced the item. The City of Marion has developed eight Asset Management Plans and the Asset Solutions team has been working with teams across the organisation to develop and imbed the plans. The following points were highlighted:

- Seven out of the 11 areas of assessment in the maturity assessment have been obtained. The remaining areas should be achieved by the middle of next year.
- The goal is to obtain a level three for all areas and cement it as business as usual.
- Aiming for above level three can be costly and doesn't provide reasonable return on investment.

The Committee noted the report and provided the following feedback in relation to the Asset Management report:

- The significant improvement over the last few years was acknowledged.
- Page 94 of the agenda / 3 of the Plan – under Risk Management, the sentence "Fleet unavailability is low with controls "to" manage aging fleet or technical obsolescence" was

missing the word “to”.

- Page 97 / page 6 – in boxes, explain what “Testing and Detecting” is, perhaps as a footnote.
- Page 98 / page 7 – clarify that the primary driver is utilization and the secondary factor is age.
- Page 110 / page 19 – in the last paragraph, clarify the definition of a critical asset, is it necessary to maintain public safety, are there dual dependencies?
- There is a blending of asset management planning with renewable energy aspirations. Business cases are assessed on individual merits (e.g. the business case for electric vehicles currently doesn’t stack up as the cost outweighs the benefit).
- Cross council collaboration which includes single specification for utes is an example of achieving economies of scale. In addition there are long-term arrangements with Mitsubishi and Australian Motors in place for light fleet (leveraging State Government pricing, rebates and discounts).
- If a carbon neutrality Key Performance Indicator is added to the Annual Business Plan, it should be demonstrated across the business how this will be achieved.

Annual Business Continuity Management Program
Report Reference: FAC200519R07

Unit Manager Risk gave an overview of the item. It was highlighted that all Incident Management Team (IMT) Commander and the three proxies for this role (Chief Executive Officer and the three General Managers), the IMT Council/Organisational Governance (Manager Corporate Governance) and the IMT Coordinator (Unit Manager Risk) have all undertaken Incident Management 3 training. In addition, the IMT Council/Organisational Governance (Manager Corporate Governance) and the IMT Coordinator (Unit Manager Risk) have undertaken Local Government Liaison Officer training which enables the City of Marion to support formal requests of support from the Local Government Functional Support Group to other councils and/or State agencies during declared emergencies.

Due to the maturity of the Business Continuity Management Program the IMT was well prepared and able to hit the ground running in relation to the Covid-19 incident. A full review of the current response will commence once business as usual has been re-established.

The Committee noted the report and provided the following feedback in relation to the item:

- Congratulated management on its response to Covid-19.
- The next planned exercise for May will be replaced by the real life incident (Covid-19).
- Covid-19 has driven home the critical need for these plans and proved to be a very valuable learning exercise.
- 10 State hazards have been identified and are tested against the plan in order of their risk rating, ensure even the most unlikely is tested.
- The Business Impact Assessment is useful however recovery will different depending on the scenario.

Annual Corporate Risk Report

Report Reference: FAC200519R08

Unit Manager Risk Management introduced the item. It was highlighted that movements in some ratings were primarily due to movement in risk ratings as a result of Covid-19. The next steps include improved risk linkage to all corporate governance strategies.

The Committee noted the report and provided the following feedback in relation to the item:

- Although the CEO Survey data is useful, the City of Marion is good at-risk management and therefore results will vary from other Councils. Council shouldn't spend too much time comparing with other Councils.
- Deadline management appeared to be a concern with some actions past the due date (noting that causes for the delays are largely due to manual processes). These are being monitored by the Risk Working Group with concerted effort being put into overdue actions. It was recognised that the deadline management could be improved.
- Some terminology/language could be reviewed. For example could "forecast" be replaced with "target"?
- There are some disconnects within the report. The report could benefit from a thorough review to ensure current and forecast ratings are accurate. There seems to be a large jump between these ratings and the further actions may not reconcile with the forecasted rating.
- Some further actions appear to be simple but have a number of recommendations rolled-up. For example the KPI Action Plan has 5-6 actions that aren't defined in detail.
- The reporting would benefit from a heat map to demonstrate what risks are outside of tolerance.
- Concerns with the number of items outside of the risk appetite and the risks that are taking a long time to address.

Neighbourhood and Community Centres Service Review - Progress update and discussion

Report Reference: FAC200519R09

Manager Community Connections introduced the item. It was noted that as a result of Covid-19 the final report had been delayed. The report was to provide an update to the Committee.

The Committee noted the Neighbourhood and Community Centres' Service Review – Progress update and discussion.

The Committee suggested if possible consult with rate payers about what they want to happen in the centres now (as a result of the Covid-19 situation). It was acknowledged that it has been possible to experiment during this time and it is a good opportunity to ask the public what ideas they have.

Proposed Biennial Service Review Program FY2020/21 and 2021/22

Report Reference: FAC200519R10

Manager Customer Experience introduced the item. It was noted that the Program is presented to the Finance and Audit Committee for feedback before being presented to Council for endorsement.

The Committee highlighted the importance of the program being able to survive a change in Chief Executive Officers at any of the involved Councils.

Moved Councillor Gard, Seconded Mr Papa

That the Finance and Audit Committee:

1. Notes and provides comment on the following:

   1.1 The proposal of a Biennial Service Review Program of cross council reviews

   1.2 Appendix 1 - draft Service Review Program (FY2020/21)

2. Recommends the Proposed Biennial Service Review Program FY2020/21 and 2021/22 to Council for their consideration

Carried Unanimously

REPORTS FOR NOTING

Service Review Program and Recommendations - Progress Update

Report Reference: FAC200519R11

The Finance and Audit Committee noted the report.

Meeting Extension

The Chair sought and was granted leave of the meeting to extend the meeting until 5.10pm

4.55pm meeting extended

4.55pm Mr Beere and Ms Martens from KPMG joined the meeting

Internal Audit Program 2020/21
Report Reference FAC200519R12

Manager Corporate Governance introduced the item. It was explained that two Internal Audits were delayed by approximately 4 weeks due to a management decision to focus resources on adjusting the business as a result of Covid-19.

Mr Beere and Ms Martens from KPMG spoke to item.

The Committee noted the following comments in relation to the Internal Audit Plan for 2020/21:

- The Committee would like to see an assurance map that identifies the controls currently in place and rates each control based on Council's reliance upon it to reduce identified risks. The assurance map should also identify when each control was last audited, what level of reliance can be placed upon it. i.e. effective vs ineffective, etc., any actions recommended to improve it's effectiveness and when it is scheduled to be reviewed again.
- The Committee would like to replace the financial health check with the creation of an assurance map to provide Council with a clear direction and appropriate schedule for the completion of internal audits.
-
- Be mindful of duplicating service reviews. Watch the timing of the Covid-19 internal audit and include cyber-attack as part of this review.

Meeting Extension

The Chair sought and was granted leave of the meeting to extend the meeting until 5.20pm.

5.10pm meeting extended

Internal Audit Program - Implementation of Recommendations
Report Reference FAC200519R13

Moved Councillor, Seconded Councillor

The Committee noted the Internal Audit Program – Implementation of Recommendations report and requested that it is ensured all items closed off are not closed off because of a future action that yet to happened.

ACTION: the Committee requested internal audit Program - Implementation of Recommendations be listed at the top of the agenda for the meeting in August.

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS - Nil

MEETING CLOSURE - Meeting Declared Closed at 05:19 PM

CONFIRMED THIS 10th DAY OF JULY 2020

.....
CHAIRPERSON

BUSINESS ARISING

CONFIDENTIAL ITEMS - Nil

REPORTS FOR DISCUSSION

Internal Audit Program 2019/20 - Metrics that Matter, Leasing and Licencing and IT Governance

Originating Officer	Manager Corporate Governance - Kate McKenzie
Corporate Manager	Manager Corporate Governance - Kate McKenzie
General Manager	General Manager City Services - Tony Lines
Report Reference	FAC200710R02

REPORT OBJECTIVE

The purpose of this report is to present the remaining three Internal Audit reports from the 2019/20 Internal Audit Plan.

EXECUTIVE SUMMARY

In October 2019, the Finance and Audit Committee (FAC) considered and endorsed the Internal Audit (IA) Plan for 2019/20 and the preliminary plan for 2020/21. The Plan included a total of five audits for 2019/20. Four reports have now been completed and one report was deferred.

Previous audits completed include:

- **Payroll - reported to FAC - February 2020**

A further three reports have now concluded and are attached as follows:

ITT Governance (Completed)
The objective of this audit was to review the current state of the ITT governance processes at the City of Marion and compare the current state to business needs and better practice. There were a number of positive observations noted, including a strong will to drive the transformation and the development of new processes to support the ITT function evolving and ultimately providing a better service internally and to customers.

However, there was a total of nine recommendations and two process improvement opportunities (PIO). Five recommendations were noted as high, two moderate and two low. The five high recommendations all have a maximum of three months to implement and include:

1. ITT governance and ITAS principles have been defined but not clearly embedded
2. Gaps identified in ITT policy and procedure documentation
3. No defined or consistent approach to manage privileged access
4. No benefits realisation plan in place for the ITAS or Digital Transformation Program
5. The technology asset register requires further updating

Leasing (Collaborative) (Completed)

This internal audit was the second collaborative audit completed with the City of Charles Sturt (CCS). The objective of the audit was to review the CCS and CoM's management over its lease arrangements, including relevant policies, procedures and practices. The internal audit also gave consideration to the transition of tenants onto new lease agreements, and the assessment of each Council's leasing and licensing governance structures. As this is a collaborative audit, green represents CCS recommendations, light blue represents CoM recommendations and dark blue represents collaborative sections.

There are a number of positive observations within the report which include the knowledge of process, systems and policy and the large digital transformation program under way at CoM to improve efficiencies and core systems.

The audit report has been organised into two categories:
- joint findings in relation to consistent observations and opportunities
- individual findings to each Council.

There is a total of six (6) joint recommendations with four (4) moderate risks and two (2) low risk. The moderate risks address lease and licence systems, managing building inspections, insurances and the execution of documentation. The internal audit then identified three (3) recommendations directly for CoM with one (1) moderate risk, one (1) low risk and one (1) process improvement opportunity

Metrics that Matter (Completed)
This internal audit was separated into two phases:

Phase 1 - post implementation project health check of the Metrics that Matter pilot project
Phase 2 - show casing the best of breed corporate reporting examples from across Local Government and comparable sectors

Phase 1 had one (1) low risk recommendation and two (2) PIO's. The only recommendation from this report is replicated from the ITT Governance report and relates to the implementation of the Data Governance Framework.

The second phase only has one recommendation which proposed a road map to implement a KPI framework. This work needs to be completed in conjunction with the Data Governance Framework and is being considered and implemented over the 2020/21 financial year.

RECOMMENDATION

That the Finance and Audit Committee:

1. **Notes the completion of the Internal Audit Plan 2019/20**
2. **Endorses the IT Governance Internal Audit Report (Attachment 1)**
3. **Endorses the Collaborative Leasing Internal Audit Report (Attachment 2)**
4. **Endorses the Metrics that Matter Internal Audit Report (Attachment 3)**

Attachment

#	Attachment	Type
1	IT Governance Review Internal Audit Report FINAL	PDF File
2	Leasing Internal Audit Report - FINAL DRAFT 250620	PDF File
3	Metrics that Matter Internal Audit Report FINAL DRAFT 250620	PDF File

KPMG

City of Marion

ITT Governance Review
Internal Audit Report

June 2020



ATTACHMENT 1

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Executive summary

ATTACHMENT 1

In accordance with the 2019/20 Internal Audit Plan for the City of Marion (CoM), an internal audit project focussing on the CoM's ITT governance was performed. The objective, scope and approach are outlined below.

Objective and scope

The overall objective of this internal audit was to review the current state of the CoM ITT governance processes and compare the current state to business needs and better practice. The scope of the ITT Governance Internal Audit included:

- Review of the current governance structure of the ITT function, including relevant roles and responsibilities, technology risk management and associated policies and procedures.
- Review of the CoM ITT Strategy to consider the alignment to the organisational strategy, business objectives and needs and better practice.
- Assess current practices over user account access, privacy principles and monitoring.
- Assess current processes and controls used for the procurement and engagement of third party ITT vendors, including documentation and authorisation requirements of ITT contracts, contract variations and extensions.
- Consideration of current practices over change management procedures, including group policy changes, updates and system changes.

Background and Summary of Observations

The ITT team has undergone recent structural changes, with both the Manager Information Technology and Transformation, and the General Manager Corporate Services who oversees ITT operations, commencing within the past eight months. A number of initiatives have commenced to improve ITT services and enable a more collaborative approach with the business.

Throughout the review, 5 high rated findings, 2 medium rated findings, two low rated findings and two performance improvement opportunities were identified.

The following list summaries the various themes identified throughout the findings:

- Gaps were identified in the ITT governance framework whereby there is insufficient ITT policy and procedure documentation in place to guide and govern ITT practices, resulting in inconsistent or incomplete processes, such as an inconsistent approach to managing privileged access and draft frameworks, e.g. the Data Governance Framework not being finalised, approved or implemented.
- A set of principles has been developed for both the ITT Applications Strategy (ITAS) and ITT Corporate Governance. However, these principles have not been embedded into policy and procedure documentation or applied in the day-to-day management of ITT.
- There is currently no technology asset register in place to record, track and manage owned and leased ITT assets across the organisation. It is noted, however, this register is currently being developed in the FreshWorks system.
- Procurement activities require improvement, specifically, more involvement is required from the ITT team in supporting business-led technology procurement. There is also a need to formalise vendor performance management practices to drive value for money and ensure service delivery outcomes are achieved.
- There are opportunities to strengthen compliance activities and security practices to help ensure the organisation continues to comply with regulation and best practice principles, and maintains information and system security through increased staff awareness and infrastructure capabilities. During the August 2019 Cyber Security Maturity Assessment recommendations were provided relating to compliance and staff training.

Positive Observations

A number of positive observations were identified during the course of this internal audit, and are summarised as follows:

- Management have displayed a strong will and desire to drive transformation and the development of new processes to support the ITT function in evolving, and ultimately providing, better services internally and to customers.
- A number of initiatives are in progress to help drive transformation, including the ITAS, Digital Transformation Program and the cross-council collaboration with the City of Charles Sturt and the City of Port Adelaide Enfield.
- Robust system and application change management processes are in place, driven by workflow enabled system processes and controls.
- Staff have a deep understanding of ITT team history, current and future initiatives and sound technical knowledge within their respective areas of expertise.

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Executive summary

ATTACHMENT 1

Internal audit findings

As part of the IT Governance Review, 5 high rated findings, 2 moderate rated findings, 2 low rated findings and 2 performance improvement opportunities have been identified. Relevant issue owners and target dates for implementation have been assigned to each finding. Findings and recommendations were discussed with CoM Management. Management has accepted the findings and has agreed action plans to address the recommendations. The classification of risk ratings are based on the risk ratings documented in **Appendix 2**.

Critical	High	Moderate	Low	Performance Improvement
-	5	2	2	2

Rating	Ref #	Description	Issue Owner(s)	Target Date(s)
High	F1	ITT governance and ITAS principles have been defined but not clearly embedded	Manager ITT	31 October 2020
High	F2	Gaps identified in ITT policy and procedure documentation	Manager ITT	31 October 2020
High	F3	No defined or consistent approach to manage privileged access	Manager ITT	31 October 2020
High	F4	No benefits realisation plan in place for the ITAS or Digital Transformation Program	Manager Customer Experience, Manager ITT & Change Management Lead	31 October 2020
High	F5	The technology asset register requires further updating	Manager ITT	31 October 2020
Moderate	F6	More ITT involvement required for business led technology procurement	Strategic Procurement Lead & Manager ITT	30 September 2020
Moderate	F7	Improvements required for ongoing technology vendor management	Strategic Procurement Lead & Manager ITT	30 September 2020
Low	F8	Lack of alignment between the ITT Digital Transformation Plan and ITAS	General Manager Corporate Services	30 July 2020
Low	F9	Need to update and finalise the Data Governance Framework	Cross Council CDO	30 June 2021
PIO	PIO 1	Opportunity to strengthen compliance activities	Manager ITT	31 December 2020
PIO	PIO 2	Opportunity to improve security practices and inductions	Manager ITT	31 December 2020

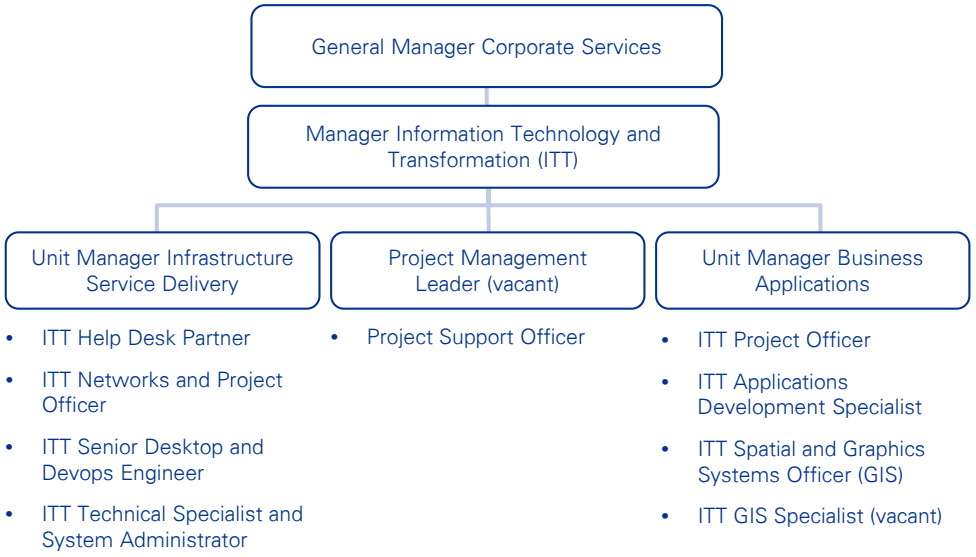
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Overview

The CoM ITT team is currently comprised of eleven staff across three key business areas, including:

- Infrastructure service delivery
- Project management
- Business applications.

The team structure has recently changed following the appointment of the Manager Information Technology and Transformation, and review of the services provided by the team. Two new positions have been created, and are in the process of being filled. In addition, there is a recognised need for an Organisational Change Manager to help support coordinated technical and organisational change process, to assist the CoM to accept and adapt to an increase in digital maturity. The following diagram outlines the current ITT team structure and reporting lines.



ITT Governance Arrangements

The ITT team have adopted six corporate governance of IT principles aligned to the ISO 38500 standard. However, these principles are not yet completely embedded in organisational policy and practices. A number of channels and forums are in place to govern the ITT function, across IT operations and other initiatives and projects. In addition to the reporting lines shown in the team structure diagram, other governance arrangements include:

- ITT Steering Committee, which provides oversight of ITT projects and any new items and initiatives for discussion
- ITT team meetings to discuss general operations, issues and follow up of actions on a monthly basis
- Cyber security assurance meetings to discuss items specifically related to cyber security on a monthly basis
- Annual Information Technology reports to the Executive team.

Although these forums have been operating for a number of years, the IT principles have not been embedded in day-to-day operations or culture, which has resulted at times in a disjointed approach to using technology as an enabler, with a perception by the business that the ITT team are not proactive in bringing new technologies or innovations to the attention of the business, nor address known technical issues on a timely basis. These observations have been covered in further detail in Findings 1 and 6.

The cross-council collaboration also provides additional forums to enable a structured and consistent approach to ITT, including regular cross-council ITT strategy and architecture meetings and the cross-council ITT Program Board to oversee the delivery of ITT strategies and projects for the CoM, City of Charles Sturt (CCS) and City of Port Adelaide Enfield (PAE).

ITT Applications Strategy (ITAS)

The CoM has developed an ITT Applications Strategy (ITAS) in response to a number of external and internal drivers for change. The Applications Strategy will support business transformation and help the Council meet evolving business and customer needs.

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The CoM has identified a number of areas for improvement that will enable them to stand out as a leader in technology and continue to support the community, including:

- Enterprise application environment and architecture
- Documentation and records management
- ITT Governance
- Stakeholder and supplier engagement.

The development of these areas will be supported through the cross-council collaboration. Information will be shared between the organisations to help identify lessons learned, partner in strategic projects and benefit from synergies.

The ITT Strategy is being run over a 5-year plan between 2019 – 2024, and key outcomes include a refreshed application architecture that will help drive a higher quality service delivery to customers and greater levels of efficiency within the organisation.

Digital Transformation Program

The Digital Transformation Program, underpinned by the ITAS, will enable the CoM to achieve its technology service delivery objectives through a structured program of works. Twelve projects have been identified that will focus heavily on automation, integration and transformation into a data driven organisation.

Some key projects as part of this program include:

- Microsoft 365 rollout
- Financial transformation
- Data analytics.

The majority of projects have started, or are due to commence in 2020. A plan has been developed that outlines a high level scope, timeline, project team, and points of integration for each project within the program. It is noted that detailed project plans will be developed to support the delivery of projects by outlining detailed scope of works, milestones and timelines.

Change Management

Change management at an application and system level is currently managed through the FreshWorks system. FreshWorks has in-built workflows designed by the ITT team to ensure specific tasks are always completed for each individual change requested and logged within the system, including:

- Change description and rationale
- Rollout plan
- Back-out strategy
- Attaching other related documents including evidence of user/system testing
- Change Advisory Board (CAB) approval, which also works to ensure testing, rollout plans, back-out strategies have been completed to a satisfactory standard and no significant issues have been ignored.

On a program and project level, a recruitment process has been undertaken to source a change management lead who will oversee significant change associated with programs, systems and other initiatives. This resource will report to the Manager People and Culture and the General Manager Corporate Services.

IT Procurement and Vendor Management

Procurement at the CoM is managed in a devolved model via delegations, whereby an individual with delegated authority to approve a contract can do so providing stipulated procedures are adhered to. For ITT, all procurement must be approved by the Manager ITT and/or the General Manager Corporate Services depending on value. The responsibility for ongoing contract management will be assigned to the team and/or individual who conducted the procurement. The CoM Procurement team are available for administrative services, professional advice and assisting in procurements. However, it is planned that the Procurement team will become more actively involved in future high value and strategic procurements (including ITT) to ensure expertise and administration is more effectively applied and value for money is achieved.

Procurement and contract management procedures are currently in place, however, due to changes in the procurement approach and business requirements, these will be updated in coming months.

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Finding 1 – ITT governance and ITAS principles have been defined but not clearly embedded

High

Finding(s)

The IT Governance Institute (ITGI) defines IT/ITT governance as an integral part of enterprise governance that consists of leadership and organisational structures and processes that help ensure the organisation's ITT sustains and extends the organisation's strategies and objectives. The CoM have defined two sets of principles to achieve these organisational objectives, via the Corporate Governance Principles of ITT document and within the ITAS. However, these principles are not clearly embedded into organisational policies and practices across the ITT team or within the respective programs and initiatives currently in progress.

The Corporate Governance Principles of ITT comprises six principles based on the ISO38500 Standard, which recommends the principles should be applied in a way that suits the size and business operations of the organisation. The CoM does not have a framework that demonstrates how these principles are to be applied on a day-to-day basis.

Likewise, the ITT Application Strategy and Plan contains ten ITT application principles, as the foundation blocks to achieving strategic outcomes. The rationale and implications for each principle has been developed and stated within the strategy, which indicates the key principles will act as a guide for future decision making. However, there is no clear evidence shown in current initiatives and projects, including the Digital Transformation Plan, of how each principle has or will be applied or achieved, or is applicable to the initiative or project.

ITT Principles:

1. Establish clearly understood responsibilities for ITT
2. Plan ITT to best support the organisation and community
3. Acquire ITT validly
4. Ensures that ITT performs well, whenever required
5. Ensure that ITT conforms with formal rules
6. Ensure that ITT use respects human factors.

Risk(s)

If corporate or strategic principles are not well referenced and embedded in policy, procedure, practices and initiatives, the following may occur:

Recommendation(s)

1. Investigate opportunities to consolidate all the principles into an overarching ITT governance framework.
2. Define how Corporate Governance ITT Principles and ITAS Principles will be applied.
3. Work to embed principles in ITT policies and procedures, change management practices, workforce planning, business engagement protocols and data stewardship practices.
4. For ITT practices and ITAS related works, embed regular (i.e. quarterly) reviews and reporting, to ensure principles are being adhered to and achieved through ongoing ITT operations and initiatives.

IT Application Principles



Continued on following page.

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Finding 1 – ITT governance and ITAS principles have been defined but not clearly embedded

High

Continued from previous page.

- Principles may not be met or achieved
- Roles and responsibilities might not be understood or inconsistently actioned
- ITT functions and services might not be fit for purpose or sufficiently agile to respond to changing business conditions and needs
- Proposed ITT acquisitions might not be evaluated sufficiently to consider up-front and ongoing support costs, risks, long and short term benefits, or flexibility to respond to changing needs
- It may be difficult to measure and assess conformance and performance against principles, including post implementation reviews.

Management Response(s)

In reviewing the allocation of work and responsibilities across the ITT team, once the restructure is complete, the development of an ITT Governance Framework will be prioritised and delivered over the first quarter of FY2021. To note, the Cross Council Service Review identified this as a priority and a Solution Development Framework was created in response.

Responsible	Manager ITT
Target Date	31 October 2020

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Finding 2 – Gaps identified in ITT policy and procedure documentation

High

Finding(s)

The CoM has implemented a high-level Information Security policy and two end-user technology focussed policies: Internet & Email, and ITT acceptable use. There has not been a recent review of existing IT policies, nor consideration of the need to develop additional policies based on the changing technology environment, Digital Strategy and Transformation Program, or remote working as a result of COVID-19. It is acknowledged that future ITT policy requirements has been flagged as part of the CQR cyber review program.

There is no ITT documentation framework and no clear linkage between policy statements, procedures, standards and guidance documents. Hence there has not been any formal process to identify gaps in documentation to support policy statements, such as standards, procedures or detailed work instructions.

Whilst there are various procedure and guidance documents to support processes and services provided by the ITT team, those documents do not always follow a standard format or structure, nor have a defined approval path or review/update cycle. It is however acknowledged that there has been some effort towards storage of existing documents in a single repository accessible across the ITT team.

It is also acknowledged that with the recent implementation of the cross council ITT Project Delivery processes, the CoM have access to many template processes and procedures developed by the City of Charles Sturt. Some of these are being considered for adoption by the CoM.

Risk(s)

If ITT policies and procedures are not in place it may result in:

- Lack of clarity over required or expected practices
- Inconsistencies in implementation, operation and management of technology
- Certain ITT activities being non-compliant or misaligned to organisational objectives and strategies
- Inability to effectively review and audit work practices.

Recommendation(s)

1. Develop, agree and implement an ITT policy and documentation framework, to provide an appropriate level of governance and guidance to the IT team and help drive consistency amongst work practices and behaviours.
2. Consideration should be given to inclusion of policy or standard statements in relation to the following aspects of technology:
    - Cloud Computing
    - Privileged Access management
    - Change Management
    - Software Asset Management
    - BYOD
    - Remote Access
    - Management of Third Party ITT Service Providers
    - Service Desk
    - IT induction, ITT literacy and training.

Management Response(s)

The ITT Governance Framework will include the required IT policies. This work is expected to be completed prior to the Finance and Audit Committees' December 2020 meeting (8 December 2020).

Responsible	Manager ITT
Target Date	31 October 2020

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Finding 3 – No defined or consistent approach to manage privileged access **High**

Finding(s)

There has been activity over the past few years to improve the identification and management of privileged accounts at the network/AD and SharePoint level, as part of the Information Security management program. However, this has not yet extended to cover all application systems, some of which are managed by ITT, others are managed by security administrators within the relevant business team using the application. Privileged access levels have been defined and managed for some applications and systems, e.g. Civica Authority; however not to the same extent for non-financial applications and systems. The extent of review of continued appropriateness of privileged roles assigned to users varies across ITT and the business, with no consistent approach, frequency or consolidated reporting or monitoring.

Members of the ITT team stated that access is granted based on least privilege necessary to perform a job role, and that staff with privileged access levels should have both a standard account and a privileged account, controlled through a Privileged Access Management tool. However this is yet to be fully implemented across all systems.

There is no defined or consistent approach for assigning privileged access to users within the organisation which outlines:

- What types of access are considered privileged (e.g. security administration, ability to amend configuration settings)
- Identification and documentation of privileged roles or profiles
- Approval requirements for users / accounts with privileged access
- Protection and control of privileged credentials
- Monitoring and review of usage and privileged credentials.

Risk(s)

The absence of a clearly defined privileged access policy and guideline may result in:

- Unauthorised access to documents or information that is confidential or sensitive
- Users being assigned (or retaining) privileged access that is not commensurate with their job role, or higher than is need to perform the role
- Users being allocated conflicting privileged access that may enable them to perform multiple activities across multiple systems.

Recommendation(s)

1. Develop and implement a Privileged Access Policy or Standard that outlines:
   - What types of access is considered privileged
   - Required approvals for privileged access
   - Whether privileged users should have a standard account and a privileged account
   - The extent of regular reviews over privileged access
   - How system and service accounts that require privileged access are managed
   - How accountability is assigned or monitored for the use of generically named privileged accounts
   - What segregation of duties is required across the ITT team.
2. Develop and implement Privileged Access Guidelines / Procedures that outline how to conduct various activities stipulated in the policy or standard so staff can perform privileged access duties consistently.

Management Response(s)

The current security review program has 2 key deliverables:

- All infrastructure and business applications related privileged access rights are reviewed and reconfigured according to best practice.
- Creation and embedding of a privileged access rights management policy.

Responsible	Manager ITT
Target Date	31 October 2020

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Finding 4 – No benefits realisation plan in place for the ITAS or Digital Transformation Program

High

Finding(s)

There is no benefits realisation plan in place for the ITAS or Digital Transformation Program. The ITAS and Digital Transformation Program both contain and state the objectives and outcomes associated with the Strategy/Program, however, no benefits management process is in place or planned to support delivery and tracking of these outcomes. This would typically include the development and implementation of a benefits realisation plan that states how benefits will be managed, controlled, assigned, measured and reviewed throughout the Program, which may specifically include:

- The development of a benefits register
- Conducting workshops and/or activities with relevant staff to identify benefits, assign metrics and benefits owners
- Regular review and updating of the register and measurement of realisation figures
- Reporting to the Steering Committee and/or Executive Leadership Team.

Due to the considerable investment the organisation is committing towards these initiatives, a benefits realisation plan is required to enable benefits to be managed effectively and ultimately realised upon the completion of all future programs and strategic plans.

It is noted that no other metrics or measurements for success are in place to determine how successful the Strategy and/or Program has been against desired outcomes and initial objectives, and consideration of benefits was included within the ITT Digital Transformation Plan.

Risk(s)

In the absence of a comprehensive benefits management plan, the following may occur:

- Benefits are not identified
- Benefits are not managed effectively
- Benefits are not realised to their complete extent, or at all.

Recommendation(s)

1. Develop and implement individual benefits realisation plans for both the ITAS and the Digital Transformation Program. The plans should outline the following:
   - The benefits identification process
   - How benefits will be assigned and managed on an ongoing basis
   - How benefits will be measured and reported
   - The feedback process to resolve identified gaps and issues to help ensure benefits will still be realised at their intended level(s).

Management Response(s)

The ITAS is the basis for the Digital Transformation Program (DTP). All the recommended actions in the ITAS are included in the DTP, therefore, only a DTP benefits realisation plan is required and this will be completed through a joint effort between CX and ITT with input from the People and Culture Change manager.

Responsible	Manager Customer Experience, Manager ITT & Change Management Lead
Target Date	31 October 2020

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Finding 5 – The technology asset register requires further updating **High**

Finding(s)

From our review it was observed the CoM technology asset register requires further updating. Historically the majority of IT hardware (servers, laptops, desktop computers) was leased through Macquarie. Details of these assets, sufficient to manage the leasing arrangement, are recorded in the Macquarie leased asset register. However, this register does not provide information on where the asset is physically located (building, floor, workstation-id), to which user it is assigned, nor what software is installed.

Through the COVID-19 period the ITT team has been faced with the challenge of accounting for ITT assets that have been taken home, staff swapping assets that were more suited to their remote working requirements, and the purchase of additional technology goods to support remote working requirements, to the value of approximately $260,000.

During this period, the ITT team commenced the compilation of a detailed technology asset register in Freshworks, the ITT Service Desk tool. Once recorded in the tool, servers, laptops and desktop computers can be polled to record location and software details, as well as last userid to logon to the asset. The logging of asset details in Freshworks is still in progress, with approximately 40% of devices (i.e. desktops/laptops) accounted for and validated. It is intended that ultimately all technology related assets (such as monitors, keyboards, docking stations, mobile devices) will be recorded in the register.

Until the register is complete, there is no holistic view of the total number and value of IT equipment in use and assigned to staff, how many instances of a particular software product has been installed/licensed, nor the ability to readily identify what technology assets have been assigned to individual staff, and need to be returned on termination of employment or contract.

Ultimately the CoM need to define an IT Asset Management Program, that enables the tracking and managing of the financial, physical, licensing and contractual aspects of IT assets throughout their life cycle. The level of detail needed surrounding each asset type will need to be considered based on the financial and information value to the CoM.

Risk(s)

IT assets are frequently moved, rapidly depreciate and require constant software updates and replacement. Lack of an effective IT asset management system and register makes it difficult to manage the volume of asset churn, control software licensing costs and achieve the highest return on investment Further, lack of clear mapping of assets to locations and staff makes it difficult to assign accountability for damage or loss.

Recommendation(s)

1. Continue working to complete the recording and registration of all technology assets into the FreshWorks system. This includes assigning locations and users against each technology asset where applicable.
2. Consider which technology assets need to be included in the register and managed under IT Asset Management governance processes (e.g. software licences, software subscriptions, SaaS, desktops, laptops, mobile devices, servers, IaaS, PaaS, etc.). Develop and implement a framework and processes for ongoing management of IT assets.

Management Response(s)

Following the ITT restructure a dedicated resource will be charged with the responsibility for the Freshworks Asset management.

In addition, CoM will introduce and embed an IT asset management policy to ensure compliance.

Responsible	Manager ITT
Target Date	31 October 2020

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Finding 6 – More ITT involvement required for business led technology procurement

Moderate

Finding(s)

Historically, ITT has not been heavily involved in technology related procurement initiated by the business, particularly in relation to procurement of software solutions. This poses a risk that the selected solution(s) are not aligned with the planned technology architecture plan and/or cannot be readily integrated or interfaced with existing systems.

The ITT function has been viewed as a support function with primary focus on maintaining BAU activities. They have not been seen to always take a proactive approach in assisting the business to identify technology solutions that met their needs and requirements.

ITT have developed a template that provides the business with considerations in evaluating software solutions, however, there is no formal requirement for ITT involvement in the business unit led procurement of ITT products or services. As a result, ITT products and services can be purchased without prior knowledge or approval from the ITT team, such as the SmartWorks product. Also, ITT currently allow users to download and install applications from the Internet, without prior knowledge or approval from the ITT team.

It is acknowledged that the Procurement team will advise ITT if they identify a significant procurement of technology related services or product; however such procurement can be difficult to readily identify as vendors often provide a range of services including technology related services and products.

There is a need for specialist ITT advice and input to be provided for technology procurement to help ensure that the proposed procurement and/or vendor, product or service:

- Aligns to overall enterprise architecture and the ITAS
- Meets internal requirements such as data and privacy standards, corporate governance principles, etc.
- Will achieve value for money (including the establishment of effective SLAs and KPIs).

Risk(s)

Lack of ITT team input to technology related procurement, may result in:

- Implementation of technology solutions that do not align to the planned enterprise architecture or the ITAS
- Insufficient consideration of vendor performance, security, cloud environment and third-party controls
- Vendors not being identified
- Lack of appropriate KPIs and/or SLAs.

Recommendation(s)

1. Implement a requirement for ITT involvement in all technology related procurements across the organisation. Specific involvement should include:
   - Input and advice to help ensure alignment
   - Review of the proposed procurement process and proposed vendor(s)
   - Input and/or review of proposed KPIs and SLAs for the contractual agreement.

Management Response(s)

The Procurement team implemented the Tender Initiation Form for all market processes. As part of this implementation, Strategic Procurement now have the ability to pro-actively manage ITT team involvement.

A dedicated procurement resource has been included in the ITT team, reporting to the Strategic Procurement Lead and will take over vendor management.

Responsible	Strategic Procurement Lead & Manager ITT
Target Date	30 September 2020

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Finding 7 – Improvements required for ongoing technology vendor management

Moderate

Finding(s)

The ITT team maintains a service catalogue of current technology vendors and applications. The catalogue contains a total of 107 individual applications, of which 30 have not been associated with a software or support vendor.

Through stakeholder consultation it was identified there has been no process to identify the high value or critical contracts in place from the catalogue, with respect to achieving value for money and maintaining critical services for the organisation. There is no defined approach for identifying minimum service levels for vendors, nor for managing ITT vendor performance. In addition, there has not been any formal assessment to determine what level of performance monitoring and management activities are required for ITT contracts relative to their value and criticality.

Whilst it is acknowledged the ITT team have conducted vendor performance meetings and compliance reviews on an ad hoc basis, there is no formalised approach for managing this process. Specifically, the following was noted:

- For some agreements service levels have not been formally defined, including Civica and GIS.
- There is no formalisation of regular performance meetings and review with ITT vendors. This has resulted in service levels not being stringently monitored across agreements holistically.
- Due to the lack of formal service level and performance monitoring, the CoM are often reliant on vendors providing their own performance analysis.
- There has been minimal involvement from the Procurement team in helping to manage ITT contracts where the contract owner is the ITT team. It is acknowledged that Procurement will start providing more support in formal contract management activities for ITT and other business units.

Risk(s)

If vendor performance management is not formalised and conducted effectively, it may result in:

- Inconsistent (or non-existent) vendor performance management, resulting in KPIs and SLAs not achieved (poor service delivery and outcomes)
- Outsourcing benefits and value for money not being achieved.

Recommendation(s)

1. Ensure all applications are included in the ITT service catalogue, and key details are recorded for each application or service, e.g. vendor, vendor contact details, etc. are all assigned to a vendor.
2. Determine the level of vendor performance activities required relative to specific contract values or level of criticality. For example, for contract value of more than $100,000, SLAs shall be monitored and reported on each quarter in addition to bi-annual vendor performance meetings. A dedicated procurement specialist should lead ongoing vendor management and performance meetings.
3. Based on these determinations, develop and implement formal vendor performance management procedures that aligns to broader organisational procurement and contract management policies.

Management Response(s)

- ITT Vendors have been classified as high level/critical as part of the IT Collaboration activity, utilising the Gartner Segmentation Tool.
- Procurement are now starting to assist with Vendor Management, although it should be noted that Contractor Management as defined by the approved procedures is the responsibility of the contract owner, in this case ITT.
- Failure to have SLAs/KPIs are legacy issues, with majority of contracts in place for a substantial period – as these are renegotiated appropriate changes will be made to contracts.
- In April 2020 a dedicated ITT Contract was implemented, with specific focus on data security, ownership and associated measures.

Responsible	Strategic Procurement Lead & Manager ITT
Target Date	30 September 2020

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Finding 8 – Lack of alignment between the ITT Digital Transformation Plan and the ITAS

Low

Finding(s)

The ITT Digital Transformation Plan is not fully aligned to the ITAS, and there is not clear mapping of the projects in the Transformation Program to the ITAS or Digital Transformation Plan. Over the past four years the CoM has developed the following technology related strategies and plans:

- Digital Transformation Program – Project list, 2020
- ITT Applications Strategy and Plan (ITAS) 2019 – 2024, approved June 2019
- ITT Digital Transformation Plan 2017 – 2022, updated August 2018

The ITAS evolved into the Transformation Program following further business consultation, with different views on what was considered better practice, changing business requirements and ITT service delivery objectives. The Digital Transformation Program contains twelve projects to help the CoM achieve a greater focus on automation, integration and transformation into a data led organisation. However, there is no clear link between these projects and the Digital Transformation Program or ITAS to outline how underlying principles and objectives will be embedded and achieved through each project.

Additionally, due to the evolving nature of ITT objectives over the past number of years the ITAS and Digital Transformation Plan are not fully aligned. Specifically, misalignment was identified relating to:

- The plan to implement a customer relationship management (CRM) solution, which differs in the approach and level of emphasis between the ITAS and Digital Transformation Plan
- No mention of post modern ERP in the Digital Transformation Plan despite a heavy focus in the ITAS
- Underlying Applications Principles contained within the ITAS do not fully link back to the Digital Transformation Plan.

Risk(s)

Lack of alignment between the strategies and plans may result in:

- Investment in the wrong technology
- Investment in technologies that don't readily integrate
- Lack of buy-in for new solutions

Recommendation(s)

1. Conduct a review of the Digital Transformation Program, the ITAS and Digital Transformation Plan to ensure clear linkage and alignment between the plans, projects, and to the Council strategy.

Management Response(s)

A review is currently underway. The ITAS recommendations form the basis for the Digital Transformation Program and linkage will be formally documented and endorsed by ELT.

Responsible	General Manager Corporate Services
Target Date	30 July 2020

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Finding 9 – Need to update and finalise the Data Governance Framework

Low

Finding(s)

The Data Governance and Management Framework has not been finalised or approved by the Finance and Audit Committee (FAC). It is understood the Framework was originally drafted and finalised internally, however, was not approved by the FAC and is not currently used in practice. In its current state the framework outlines:

- Data and document classification
- Data management, including the receipt, storage, use, distribution and destruction of data
- Data security and protection
- Open data.

As a result of the Framework not being finalised and implemented,

- There is no formal or consistent approach to managing data within the organisation.
- There has not been a formal assessment regarding:
  - What data, documents or systems are considered sensitive, including which data elements in isolation are not sensitive, but are sensitive when combined
  - Where sensitive data and documents are stored (logical and physical)
  - Who has access to sensitive documents, data and systems
  - What physical and logical security should be applied for each data classification
  - Whether there are any gaps in the current system security, based on the data classification.
- Data and documentation classifications have not been embedded into policies or applied across organisational documents.

Nonetheless, it is acknowledged that some data and documents have been assessed and specific logical access restrictions have been applied over those documents.

It is noted the ITAS makes reference to the Information Governance Framework, which is separate from the Data Governance Framework. Information governance is organisation-wide and involves managing confidentiality, availability and integrity of information assets to mitigate risks.

Continued on following page.

Recommendation(s)

1. Update and finalise the Data / Information Governance Framework and receive approval from the Finance and Audit Committee.
2. Implement the Framework and develop any further policies and procedures required to embed and operationalise data management processes within the organisation.

Management Response(s)

CoM is working with its partner councils PAE and CCS on developing a joint framework across the three, following the recruitment of a joint CDO. Following this, the associated policies and procedures will also be developed.

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Finding 9 – Need to update and finalise the Data Governance Framework **Low**

Continued from previous page.

In contrast, data governance is a subset of information governance and is generally the responsibility of ITT. Data governance involves data security, data availability and management of master data.

Risk(s)

The absence of a (finalised) data or information governance framework, could result in:

- Data mismanagement
- Confidential/private information being shared to unauthorised parties
- Data security being compromised
- Non compliance with privacy principles or other regulations.

Responsible	Cross Council CDO
Target Date	30 June 2021

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Performance Improvement Opportunity 1 – Opportunity to strengthen compliance activities PIO

Finding(s)

A number of ITT related compliance activities are currently occurring, which include:

- Weekly updates from Norman Waterhouse on any changes to the local government legislative environment, including cyber security and technology update
- Support and updates provided from the CoM Governance team where required
- A gap analysis against the ISO27001 standard.

It is acknowledged that, aside from PCI DSS, there is no direction from the LGA with regard to ITT regulations that the CoM is required to comply with. In light of this, the CoM has used its discretion to adopt and align with the ISO27001 standard, which provides better practice guidelines.

However, whilst these activities are occurring there were a number of improvement opportunities identified, including:

- There is no technology compliance register that outlines what the organisation is required to comply with, nor standards or guidelines that the CoM have adopted. However, it is acknowledged that a security program is in place that has considered ISO27001, PCIDSS and NIST Essential 8.
- There is minimal formal reporting of conformance with standards, guidelines or policy requirements.
- There is no formalised process for translating ITT compliance requirements into policies, procedures or technical implementation, nor ensuring staff are informed of changes affecting them or their use of technology resources.

Risk(s)

- Non compliance with legislation
- Legislative requirements and/or gaps in ISO27001 are not translated, or translated inconsistently into policies and procedures, and therefore not acted upon.

Recommendation(s)

1. Develop and implement a process for translating best practice standards and legislative updates/changes into policies and procedures.
2. Develop and implement a compliance register that lists any specific requirements the organisation must comply with. This may also include self-elected compliance items, such as the ISO27001 standard to help ensure the organisation is aligned to the standard.

Management Response(s)

CoM agrees with the recommendations and plans to introduce the recommended compliance register.

Responsible	Manager ITT
Target Date	31 December 2020

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Performance Improvement Opportunity 2 – Opportunity to improve security practices and inductions PIO

Finding(s)

An opportunity was identified to improve general security practices, protocols and training and inductions to help enable greater data and systems security across the organisation.

The outbreak of COVID-19 led to most staff moving to a 'work from home' model, alongside many other organisations, whereby staff were given a laptop or a desktop device to continue remote working. Cloud capabilities and remote systems access was quickly implemented and provided to staff to enable this to occur. Through stakeholder consultation a number of improvement opportunities were identified in relation to IT security practices, including:

- The training and induction process does not cover/contain sufficient information on IT security, how it applies across different roles, and best practices for remote working
- There is no defined approach or policy for managing remote laptop security, including cloud considerations
- There are gaps in cloud capabilities, such as infrastructure to support remote working and the security of servers.

Risk(s)

- Security breach
- Staff are unaware of security policies, and requirements relating to remote working and cloud security
- Inability for technology infrastructure to adequately support remote working.

Recommendation(s)

1. Develop and implement a remote access and security policy, including cloud considerations (Refer to Finding 2).
2. Investigate opportunities to update training and induction processes with more information regarding security practices and requirements.
3. Work to ensure that technology infrastructure is capable of supporting remote working and cloud connectivity. It is acknowledged this has been an ongoing process during the COVID-19 period.

Management Response(s)

CoM agrees with the recommendations. All three recommendations are currently being addressed through the current program of work.

Responsible	Manager ITT
Target Date	31 December 2020

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Appendix 1 – CoM Operational Risk Register ITT Related Risks

ATTACHMENT 1

Council Operational Risk Register

Below is the CoM operational risk register items relating to information and technology. The findings within this report cover the areas marked below:

ELT Risk Owner (ELT)	Risk Description	Risk Causes/Sources	Potential Consequences	INHERENT Level of Risk			Related finding
				Likelihood	Consequence	Risk Rating	
ITT	Failure to optimise current and future ITT technologies to achieve strategic objectives and business outcomes	• Ineffective implementation of Information Strategy • Non-aligned IT requirements across Council re Business Plan/Work Area Planning • ELTs low appetite for IT innovation • IT platform and operating systems no longer pertinent, potentially unfit for Business over the long term • Impaired IT capacity for project engagement • Lack of strategic investment in Business systems as Information Management assets	1. Inability to ensure optimised and efficient corporate software systems 2. Lack of clarity on service levels/expectations (IT working to maintain 'business as usual') 3. Poor internal communication of IT/business roles and responsibilities 4. Ineffective use of IT staff resources 5. Inability to support and progress key business developments 6. Lack of flexibility, capacity and/or capability for future work options	Almost Certain	Moderate	HIGH	Finding 1 Finding 5 Finding 8
ITT	Poor data quality and governance not supporting informed decision making	• Strategic awareness/oversight of corporate data and processes unknown • Lack of standardised Data Quality Assurance processes in place • Lack of awareness that there is a Data Governance Framework • Lack of organisational resource and capacity to oversee the Data Governance Framework and embed the principles • Poor capture of data due to inconsistent processes • Lack of specialised skills across work units to capture quality data • Reluctance to use Corporate System databases versus personal spreadsheets due to systems not supporting business needs • Inadequate funds allocated in internal budgets for system improvements and ITT computer skills development for staff • Lack of ITT training for staff (no corporate ITT Trainer role) • Lack of mobility tools for outdoor staff • Ineffective use of end user reporting and query tools	1. Non compliance with related regulations/ legislation 2. Poor decision making 3. Failure to deliver identified IT business outcomes 4. Failure to address business issues. 5. Inability to provide innovation and improve efficiencies 6. Lack of data integrity 7. Failure to measure data value	Likely	Severe	EXTREME	Finding 9

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Appendix 1 – CoM Operational Risk Register ITT Related Risks

ELT Risk Owner (ELT)	Risk Description	Risk Causes/Sources	Potential Consequences	INHERENT Level of Risk			Related finding
				Likelihood	Consequence	Risk Rating	
ITT	Failure to maintain Cyber Security assurance across all CoM systems and worksites	• Insufficient information security arrangements • Third party service provider does not deliver to agreed service levels • Computer users not follow or unaware of "safe computing" practices (virus web links etc.)	1. Customer service delivery disruption, 2. Business Units are unable to access data, generate reports or respond to some request/enquiries to meet legislative requirements, 3. Key data is irretrievable in the short term 4. Key data is irretrievable in the longer term 5. Business continuity is threatened 6. Reputation damaged 7. Penalties and fines incurred	Almost Certain	Major	EXTREME	Finding 3 PIO 1
ITT	Failure to deliver key corporate initiatives/projects as identified by the business	• Lack of consistent organisation wide project management framework • Lack of appropriate business and ITT resource for project delivery • too many projects • Strategic Plan and Annual Business Plan projects don't consider ITT resource implications • Business as usual work commitments under estimated resource-wise • System failure and data breaches • Lack of detailed project planning including project brief/scope, budget, resourcing, risks and quality assurance	1. Reputational risk of not delivery and utilising council funds effectively 2. Legislative requirements not being able to be met 3. Productivity loss due to system failures 4. Service Delivery impacts may lead to industrial action	Likely	Major	HIGH	Finding 1 Finding 5 Finding 8
ITT	Inability to deliver key Council services due to disruption or loss of critical business systems	• Ineffective implementation of Disaster Recovery Plan • IT platform and operating systems no longer pertinent, 'unfit for business' • Loss of electrical power	1. Inability to implement Disaster Recovery Plan 2. Lack of clarity on roles and responsibilities 3. Poor internal communication 4. Ineffective use of IT staff resources 5. Lack of integration/activation of Business Continuity Plans	Almost Certain	Major	EXTREME	Finding 2

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Appendix 1 – CoM Operational Risk Register ITT Related Risks

ATTACHMENT 1

ELT Risk Owner (ELT)	Risk Description	Risk Causes/Sources	Potential Consequences	INHERENT Level of Risk			Related finding
				Likelihood	Consequence	Risk Rating	
ITT	Failure to manage and maintain efficient and effective ITT service performance response levels across all CoM systems and worksites	• Inadequate support resources for business as usual and project initiatives • Skill sets of ITT staff not match organisation's requirements • ITT technical skills development under funded • Third party service provider does not deliver to agreed service levels	1. Ineffective IT service provision 2. Inability to reconcile, monitor, review and provide assurance on business undertakings	Almost Certain	Moderate	HIGH	Finding 7
ITT	Failure to manage projects and portfolio to deliver on strategic objectives and outcomes	• Not fully connected to our Business and Communities • Lack of Business Plan • Inadequate consultation/ engagement • Inadequate integration between strategic plans and key organisational plans • Failure to consider future, inter-generational issues • Omission of key considerations e.g. risk/WHS/finance/reporting/contracts • Poor vision	1. Poor business planning 2. Lack of project completion 3. Failure to achieve strategic objectives 4. Community dissatisfaction 5. Inappropriate use of resources	Likely	Major	High	Finding 1 Finding 8

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Appendix 2 – Staff consultation

The tables below summarises CoM personnel who were involved in discussions and contributed to the findings and actions detailed in this Internal Audit report.

Name	Title
Sorana Dinmore	General Manager Corporate Services
Kate McKenzie	Manager Corporate Governance
Akos Szonyi	Manager ITT and Transformation
John Gosbell	Unit Manager ITT Business Applications
Phil Mattingly	Unit Manager ITT
Jamie Duncliff	Strategic Procurement Lead
Scott Chammings	ITT Technical Specialist
Fiona Harvey	Manager Innovation and Strategy
Roger Belding	Unit Manager Operational Support
Colin Heath	Senior Procurement Specialist
Paula Healey	ITT Project Officer
Thanh Vu	ITT Applications Development Specialist
Chira Wijayathilaka	ITT Applications Development Specialist



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Appendix 3 – Classification of findings

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

Rating	Definition	Examples of business impact	Action(s) required
Extreme/Critical	Issue represents a control weakness, which could cause or is causing severe disruption of the process or severe adverse effect on the ability to achieve process objectives.	• Detrimental impact on operations or functions. • Sustained, serious loss in reputation. • Going concern of the business becomes an issue. • Decrease in the public's confidence in the Council. • Serious decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with litigation or prosecution and/or penalty. • Life threatening.	• Requires immediate notification to the Council Finance and Audit Committee via the Presiding Member • Requires immediate notification to the CoM's Chief Executive Officer. • Requires immediate action planning/remediation actions
High	Issue represents a control weakness, which could have or is having major adverse effect on the ability to achieve process objectives.	• Major impact on operations or functions. • Serious diminution in reputation. • Probable decrease in the public's confidence in the Council. • Major decline in service/product delivery, value and/or quality recognised by stakeholders • Contractual non-compliance or breach of legislation or regulation with probable litigation or prosecution and/or penalty. • Extensive injuries.	• Requires immediate CoM's General Manager notification. • Requires prompt Management action planning/remediation actions (i.e. 30 days)

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Appendix 3 – Classification of findings

ATTACHMENT

Rating	Definition	Examples of business impact	Action(s) required
Moderate	Issue represents a control weakness, which could have or is having a moderate adverse effect on the ability to achieve process objectives	• Moderate impact on operations or functions. • Reputation will be affected in the short-term. • Possible decrease in the public's confidence in the Council. • Moderate decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with threat of litigation or prosecution and/or penalty. • Medical treatment required.	• Requires CoM's General Manager and/or Senior Manager attention. • Requires short-term Management action.
Low	Issue represents a minor control weakness, with minimal but reportable impact on the ability to achieve process objectives.	• Minor impact on internal business only. • Minor potential impact on reputation. • Should not decrease the public's confidence in the Council. • Minimal decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with unlikely litigation or prosecution and/or penalty. • First aid treatment.	• Timeframe for action is subject to competing priorities and cost/benefit (i.e. 90 days).

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

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

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

Scope Exclusions

The scope of this Internal Audit has specifically excluded the following areas:

- Assurance over the domains reviewed and reported on as part o f the cyber maturity assessment including assurance over any procedures or strategies
- Testing the operational effectiveness or control samples of process controls or procedures, or technical security controls in operation.
- Any testing involving the use of any automated tools., including penetration testing or vulnerability assessments
- Development of policies, procedures, or framework documentation
- Testing over recovery capability, plans or recovery strategies
- Implementation of remediation recommendations.

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Cities of Charles Sturt & Marion

Collaborative Leasing

Internal Audit Report

June 2020

DRAFT FOR DISCUSSION



DRAFT ATTACHMENT 2

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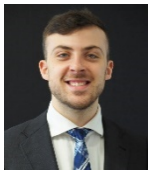
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1.0 Executive Summary

In accordance with the 2019/20 Internal Audit Plans for the City of Charles Sturt (CCS) and the City of Marion (CoM), collectively (the Councils), a collaborative leasing internal audit was performed. The objective, scope and approach of this engagement are outlined below.

1.1 Objective

The objective of the internal audit included reviewing the CCS's and the CoM's management over its lease arrangements, including relevant policies, procedures and practices. The internal audit also gave consideration to the transitioning of tenants onto new lease agreements, and the assessment of each Council's leasing and licensing governance structures.

1.2 Scope

The scope of this internal audit included consideration over the following areas:

- Roles and responsibilities in relation to the management of council leases, licences and seasonal permits
- The end-to-end lease work-flow process, including lease approvals, agreement set-up, and oversight of the compliance with relevant council policies and procedures
- Processes for renewing leases and licences, including moving tenants to new council lease agreements and the accuracy of corresponding data entered into relevant systems
- Processes and practices in place over key lessee and lessor obligations, including property maintenance and repairs, required inspections and insurances
- Monitoring and reporting of key dates, including rent reviews and renewals to support effective management of leases and licences
- Processes and practices in place to receive and communicate with lessees, including managing requests and complaints, and reporting on the current status of applications
- High level consideration of other leasing and licensing models with comparable organisations to share approaches.

1.3 Collaborative Model Approach

The leasing internal audit is the second joint project as part of the new Collaborative Internal Audit Model between the CCS and the CoM. Our approach in undertaking this joint internal audit as part of the Collaborative Model has included the following:

- Desktop review of leasing related documentation including existing policies, procedures, processes and controls for both the CCS and the CoM
- Interviews with key staff across both Councils to discuss and obtain an understanding of leasing processes, systems and key controls
- Sample testing over key controls to assess the operating effectiveness and end to end lease workflow including lease approval, set-up and review for a selection of commercial, sporting and community leases and licences for both Councils
- Facilitation of a joint workshop with the CCS and the CoM stakeholders to validate risk findings, performance improvement opportunities and collaborative opportunities
- Drafting and finalisation of an internal audit report (one joint audit report covering both the CCS and the CoM) outlining internal audit findings, recommendations and any performance improvement or collaborative opportunities.

1.4 Construct of this Report

The construct of this report includes our observations over each primary area of our review, and is structured as follows:

- Colour coding has been utilised within the report to indicate findings and items associated with each Council, where **green** represents the **CCS**, **light blue** represents the **CoM**, and **dark blue** represents a **collaborative section**.
- Joint and individual internal audit findings from our review of the key processes and selected controls for sample testing.
- Appendices, the stakeholders consulted as part of this review and risk rating criteria.

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1.5 Leasing Overview in the Local Government Environment

The CCS and the CoM provide a range of organised sport and recreation facilities and services to the community including sportsgrounds, clubrooms, and indoor recreation and community centres. Both Councils also have a number of open spaces that provide for the unstructured recreational activities of the community.

The CCS and the CoM may lease or license Council owned or managed land to meet Council's strategic plans based on community priorities. Leases or licences are provided to a diverse range of organisations that range from small community groups, sporting clubs, not-for-profits, state government agencies to commercial entities. This also includes a number of leases for aged-care facilities for the CCS.

Within South Australia, the key relevant legislation governing Council leasing and licensing operations includes:

- Local Government Act 1999
- Retail and Commercial Leases Act 1995
- Associations Incorporations Act 1985.

The leasing and licensing of council property is complex, and can have significant consequences if careful management over the following areas are not appropriately addressed:

- Undertaken in compliance with relevant legislation and other obligations
- Is consistent with Council's economic, social and environmental obligations
- Is managed through a fair open and transparent process
- Open to public scrutiny while maintaining appropriate levels of confidentially.

The management of Council leases and licences must also include careful consideration over the following key areas:

- Management of relevant insurance obligations, including public liability insurance
- Repair and maintenance obligations, including ensuring the lease or licence agreement accurately describes the premises and whether it encompasses any existing buildings or improvements
- The tenant's intended and permitted use of the leased or licensed premises in order to ensure compliance with any conditions relating to the land
- The management of sub-leases and ensuring appropriate safeguards and legal arrangements are in place.

1.6 Positive Observations

A number of positive observations were identified during the course of this internal audit, and are summarised below with respect to the relevant Council:

- Property staff at both Councils displayed in-depth knowledge of the management of leases and licences, including processes, systems, policy and areas that could be improved.
- A number of initiatives are currently underway at the **CCS** to improve the management of leases and licences, including:
  - Internally reviewing the level of insurance cover required under each of the CCS leases or licences across the portfolio to assist in the management of key insurance obligations.
  - Improving record keeping requirements in relation to the management of leases and licences to ensure all key documentation is retained in Content Manager.
  - Investigating further system functionalities within TechOne's Property & Rating Module to assist with further reporting over key lease and licence obligations.
  - Implementing monthly reporting to Management on the status of building inspections.
- A large digital transformation program to improve the efficiency of the **CoM's** core systems is currently underway. This investment will help to improve the efficiency of the leasing and licensing process, and help to provide a more robust controls environment through the automation of a number of manual processes. In the interim, the CoM has consolidated and centralised all of their lease and licence data into one Master Property Management Template (MPMT) Excel spreadsheet to assist in managing key lease and licence obligations.

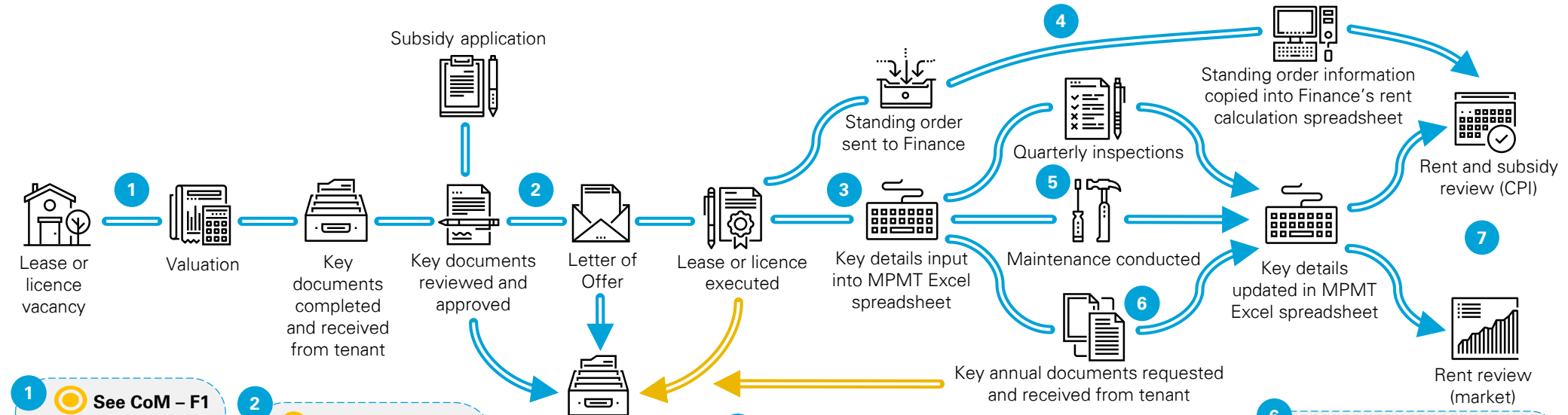
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1.0 Executive Summary

ATTACHMENT 2

Process Map for the City of Marion

The flowchart detailed below outlines the high level leasing and licencing process for the CoM. The flowchart has been prepared based on stakeholder input and validated by Management.



1 See CoM – F1

- The CoM receive expressions of interest (EoI) for any vacancies. EoI assessed on community needs and a report with recommendations is provided to Council.
- External market valuation performed to determine rent value for all properties (commercial, sporting and community).

2 See JT – F5

- All key documents are reviewed and approved by the relevant Unit Manager, and Letter of Offer is sent to the tenant for signing.
- All key documentation such as executed agreements and inspection records are saved into SharePoint to keep records of all communication and workflows.

3 See JT – F1

All key lease or licence information is entered manually into the Master Property Management (MPMT) Excel spreadsheet, which is update daily by the Property Management Officers.

4 See CoM – F2

A standing order is created in Microsoft Excel and sent through Microsoft Outlook to Finance with all rent charge and review information for Finance to invoice the tenant. Finance manually copies over the standing order information into their own rent calculation spreadsheet and inputs all rent review dates into a Microsoft Outlook calendar as an alert reminder.

5 See JT – F2

Building inspections conducted quarterly, and maintenance conducted as a result of inspections or tenant requests in accordance with their lease or licence agreement. Key information such as the next inspection date is subsequently updated in the MPMT Excel spreadsheet.

6 See JT – F3 and CoM – F1

- Key annual documents such as Annual Reports, Financial Statements and Public Liability Insurance are requested from tenant's under their lease or licence obligations

7

- Subsidy and CPI rent reviews are conducted annually by Finance (calendar alerts appear in Microsoft Outlook), with market reviews conducted every five years.

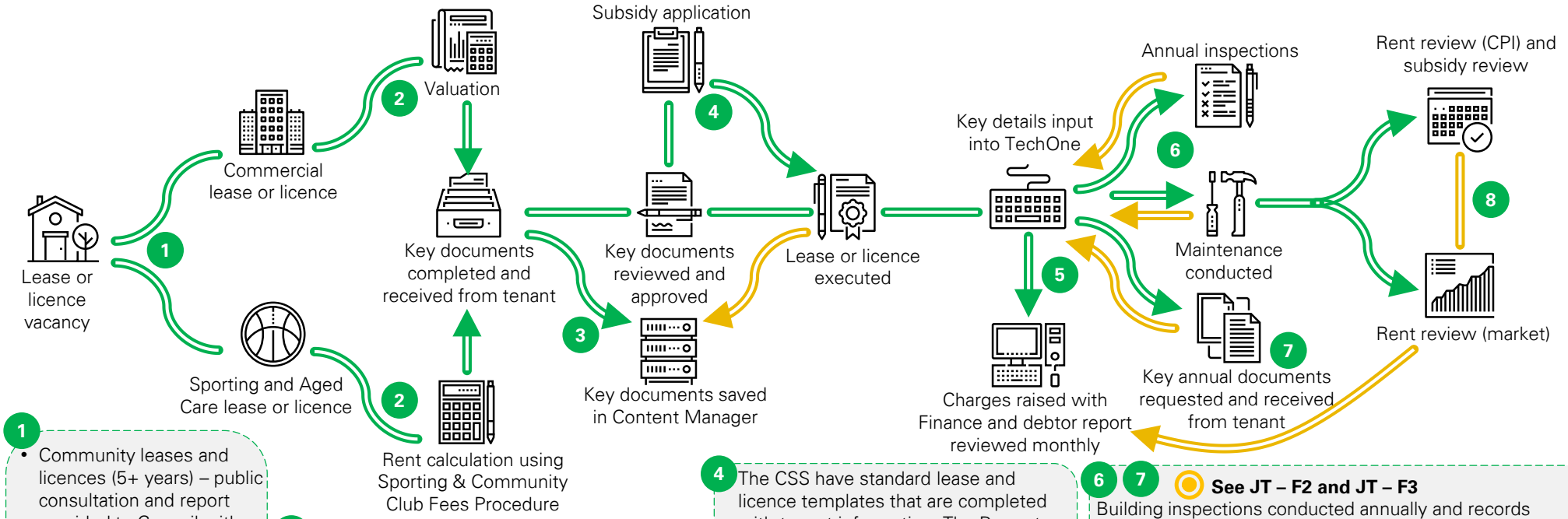
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Key: Finding

1.0 Executive Summary

Process Map for the City of Charles Sturt

The flowchart detailed below outlines the high level leasing and licencing process for the CCS. The flowchart has been prepared based on stakeholder input and validated by Management. Additionally, the CCS has developed work procedure manuals that outline key process steps in the management of leases and licences, which are reviewed annually.



1

- Community leases and licences (5+ years) – public consultation and report provided to Council with recommendations. The CCS has delegation to approve agreements under five years without public consultation.
- Commercial leases – agent engaged to manage and report provided to Council with recommendations.

2 Sporting and community clubs rent calculated using Appendix A of Sporting & Community Club Fees Policy. Commercial rent is calculated with an external market valuation.

3 **See JT – F5**
All key documentation such as executed agreements and inspection records are saved into Content Manager to keep records of all communication and workflows.

4 The CSS have standard lease and licence templates that are completed with tenant information. The Property Services Coordinator reviews and approves all leases and licences, with all key information entered into TechOne.

5 **See CCS – F2**
Standing charges raised to Finance through TechOne/e-mail. Property Services Coordinator will review debtor report monthly.

6 **7** **See JT – F2 and JT – F3**
Building inspections conducted annually and records retained in Content Manager. Maintenance carried out in accordance with lease or licence conditions and followed up to ensure work is completed. Key documents such as insurance requested annually under agreement obligations.

8 **See CCS – F3**

- Rent reviews conducted annually using Property Rent Review Checklist and approved by Property Services Coordinator. Market reviews conducted every five years.
- Finance sent updated Debtor Request forms.

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Key: Finding

1.0 Executive Summary

ATTACHMENT 2

Comparison of both Councils' leasing and licensing processes

The table below includes a high-level comparison between both Councils' in relation to key elements in the management of leases and licences.

ELEMENT	CITY OF CHARLES STURT	CITY OF MARION
System	▪ TechOne Property & Rating Module.	• Microsoft Excel – specifically, the Master Property Management Template (MPMT) spreadsheet.
Lease and Licence Portfolio	• The CCS manages 51 sporting and community, 91 independent living units and 56 commercial leases and licences within its portfolio.	• The CoM manages an approximate total of 90 commercial, sporting and community leases and licences within its portfolio.
Inspections	• Building inspections conducted annually by the Property Services Officer.	• Building inspections conducted quarterly by the Property Management Officer.
Rent Calculation	• Sporting and community leases or licences are calculated using calculation methods outlined in Appendix A of the Sporting & Community Club Fees Policy. • Commercial leases are calculated with an external market valuation to determine rent value.	• External market valuation performed to determine rent value for all properties (commercial, sporting and community leases or licences).
Rent Subsidy	• Additional rental discount may be applicable to sporting and community clubs through social inclusion incentives. • The CCS has discounts of 5% for five different criteria outlined in the Sporting & Community Club Fees Procedure.	• Annual lease or licence fee will be calculated at up to 93% of the market rental rate of the leased or licensed area/s. • Subsidy criteria is outlined in the Leasing and Licensing of Council Owned Facilities Policy.
Finance	• The CCS invoice tenants through direct debit or periodic invoices such as monthly, quarterly or bi-annually.	• The CoM invoice tenants through periodic invoices such as monthly, quarterly or annually.
Policy and Procedures	• Sporting and Community Club Fees Policy. • The CCS has developed work procedure manuals that outline key process steps in the management of leases and licences (reviewed annually).	• Leasing and Licensing of Council Owned Facilities Policy.
Delegations	• To execute a lease or licence for five years or less, the CCS requires approval from either the Coordinator Property Services, Manager Property Services or the General Manager Asset Management Services,	• To execute a lease or licence for five years or less, the CoM requires approval from the Team Leader Land & Property (TLL&P).

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2.0 Internal Audit Findings

Joint Findings and Improvement Opportunities

DRAFT

3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

3.1 Joint internal audit findings

Internal audit findings in this report have been organised into two categories, as follows:

- Joint findings in relation to consistent observations and opportunities identified across both the CoM and the CCS (pages 10 to 21)
- Individual findings that apply to only one Council (pages 22 to 31).

Through discussions with process owners, documentation review and sample testing performed for both Councils, four (4) moderate rated findings and two (2) low rated findings were identified.

Overall, there are a number of opportunities moving forward for both Councils to collaborate and share learnings from each other as they address the identified findings. These include:

- Opportunities to discuss and agree best practice property system management functionality and systems
- Optimal building inspection regimens, practices and documentation
- Better practice property management documentation retention and lease renewal approaches.

This section outlines the joint findings identified as part of this review. The risk rating for each finding has been mutually agreed by both Councils during the closing collaborative workshop. A section has been provided in each finding for a Management response from each Council.

Rating		Ref #	Description
CoM	Moderate	JT - F1	Supporting lease and licence systems
CCS	Low		
Moderate		JT - F2	Inconsistencies identified in managing building inspections
Moderate		JT - F3	Monitoring and levels of cover required for public liability insurance
Moderate		JT – F4	Leases and licences executed retrospectively to the start date of the term
Low		JT – F5	Inconsistencies in document retention practices for leases and licences
Low		JT – F6	Lease and licence customer maintenance requests

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 1 – Supporting lease and licence systems

CoM: Moderate | CCS: Low

Finding(s)

For both Councils, gaps were identified in the functionality of the supporting systems used to manage leases and licences and monitor key obligations.

Currently, the CCS utilise TechOne's Property & Rating module to manage their leases and licences. Key lease and licence information such as rent review and insurance expiry dates are recorded in Property & Rating, and maintained and updated by the Property team based on lease and licence agreement information. The CoM does not have a supporting system in place to manage their leases and licences, and currently manages key lease and licence obligations utilising the Master Property Management Template (MPMT) Excel spreadsheet.

During our review, it was noted that both Council's place reliance on a number of manual processes across various lease management activities. As a result, inefficiencies, a lack of robustness of internal controls, and improvements in documentation retention were identified across both Councils.

CoM

The following issues were identified in relation to the lack of a supporting lease and licence system:

- The Property Management Officers are required to continually review and update key lease and licence information such as the completion of building inspections and lease or licence expiry and renewal dates in the MPMT Excel spreadsheet. It is further noted that the review and update of this information within the spreadsheet is highly manual, inefficient and labour intensive. Additionally, the Property Management Officers separately utilise Microsoft Outlook to set calendar alert reminders for key lease and licence obligations such as insurance expiries.
- Seven (7) of the twelve (12) leases and licences sampled did not have the Public Liability Insurance expiry date recorded in the MPMT Excel spreadsheet. It is further noted that the updating of these dates is required to ensure insurance requirements are accurately monitored.
- Nine (9) of the twelve (12) leases and licences sampled did not have the next building inspection date recorded in the MPMT Excel spreadsheet. It is further noted that the updating of these dates is required to ensure inspections requirements are accurately monitored and performed.
- Six (6) of the twelve (12) leases and licences sampled did not have the commencement date recorded in the MPMT Excel spreadsheet.

Continued on following page

Risk(s) and Opportunities

Risk:

Manual lease management processes may result in the following risks:

- Manuel input error, related to transposition and other human errors.
- Increased risk of incomplete lease data, including inspection, lease/licence expiry dates, and public liability insurance expiry dates.
- Efficiency loss due to the amount of manual input required, and the follow-up relating to the correction of identified errors.
- Key property management processes such as workflow, alerts, scheduling and recording of lease documentation has an increased risk of error due to the high level of manual intervention to manage these processes.

Opportunity:

Improved system functionalities will provide opportunities to improve reporting on key lease and licence obligations and assist in automating workflows and reducing labour intensive manual processes.

Recommendation(s)

CoM:

1. Internal Audit recommends the CoM should investigate system opportunities to implement a property management system to support management of the lease and licensing process.
2. In the interim, Internal Audit recommends that the CoM should perform a review of the MPMT Excel spreadsheet to ensure key lease and licence obligations are up-to-date for all properties.

The CCS recommendation is included on the following page.

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 1 – Supporting lease and licence systems

CoM: Moderate | CCS: Low

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Continued from previous page • Three (3) of the twelve (12) leases and licences sampled did not have the expiry date of the agreement recorded in the MPMT Excel spreadsheet. • It is noted that the MPMT Excel spreadsheet has only been in effect since September 2019 and prior to this multiple spreadsheets were used for the management of leases and licences. We were further advised that the process of centralising the management of leases and licences into the MPMT Excel spreadsheet has been interrupted due to COVID-19. **CCS** Currently, there are no processes or controls in place to ensure that amendments and changes to key lease or licence data are reviewed by a second staff member and confirmed as accurate and appropriate. Additionally, while Property & Rating contains an audit log outlining who performed the last update and at what date and time, it does not outline what specifically was changed under the lease or licence record. Through stakeholder discussions, the following system functions within Property & Rating were also noted as not being currently utilised: • System reporting to review and monitor overdue lease and licence obligations such as insurance expiry and rent reviews • Notes section to detail what updates and changes were made to the lease or licence record.		**CCS:** 1. Internal Audit recommends the CCS should investigate increased functionality of TechOne's Property & Rating module including improved system reporting. 2. The CCS should also investigate whether a review workflow can be implemented within TechOne's Property & Rating module when making changes to key lease and licensing data.

CCS Management Action(s)	CoM Management Action(s)
C1 & C2. The CCS will explore the functionality of the Tech One Property and Ratings Module, including a possible 'review' workflow when key lease/licence data is amended.	M1. The CoM will undertake an assessment around the requirements of a property management system to support the management of leases and licensing process and will incorporate the requirements into the organisational wide Digital Transformation Project. M2. In the interim the CoM will perform a review of the MPMT excel spreadsheet to ensure key leases and licence obligations are up to date.
Responsibility: Coordinator Property Services	**Responsibility:** Manager City Property & Unit Manager Land & Property
Target Date: 31 December 2020	**Target Date:** M1. 31 December 2020, M2. 31 October 2020

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 2 – Inconsistencies identified in managing building inspections

Moderate

Finding(s)

Inconsistencies were identified in the management of building inspections for both Councils, including key inspection dates missing or not being updated within the CoM and CCS's respective lease and licence system, and not all required building inspections being performed.

The CoM and CCS perform regular building inspections to assess the condition and upkeep of their leased and licensed properties. The CCS perform building inspections annually and the inspections are managed by the Property Services Officer. The CoM perform building inspections quarterly and the inspections are managed by two Property Management Officers. The lease and licence agreements for both Council's include a right to enter given reasonable notice to assess the state of repair of the premises.

Key stakeholders of both Council's advised that they can experience difficulties in arranging access for inspections with tenants, due to some properties such as sporting and community clubs having locked areas and the Council not holding a key to access these areas. As a result, without the tenant or volunteer present, a complete building inspection is unable to be performed.

CoM

The following issues were identified in relation to the management of building inspections of the CoM's leased and licensed properties:

- Building inspection reports for five (5) of the twelve (12) leases and licences sampled were unable to be provided.
- The management of required building inspections is monitored within the MPMT Excel spreadsheet, and is a heavily manual and labour intensive process to update and maintain.
- While the CCS has a dedicated Property Services Officer that manages all building inspections and supports the CCS's Property Management Officers, the CoM's Property Management Officers are responsible for the performance of all building inspections in addition to their other property management responsibilities.
- While the CCS performs building inspections annually, the CoM performs building inspections quarterly, resulting in significantly more resource effort.

Continued on following page

Risk(s) and Opportunities

Risk:

Inconsistencies within the management of lease and licensing building inspections may result in the following risks:

- Financial risks, as a result of required repairs to Council property not being discovered within the early stage of the repair. This may then lead to additional expense and time for repairs.
- Unidentified breaches in lease obligations, due to not identifying the ineffective upkeep and maintenance performed by tenants.
- Health and safety risk, due to required repairs not being identified and performed.

Opportunity:

Improved system functionalities can provide opportunities to monitor inspection dates through alerts and exception reporting, integrate inspection activities with asset management systems and automatically create work orders while on site.

Recommendation(s)

CoM:

Internal Audit recommends the CoM should:

1. Investigate system opportunities to implement a property management system to support the management of building inspections (see Joint Finding 1 for further information).
2. The Property team should ensure that work flowing and integration of inspection activities are considered as part of the functional specification of the digital transformation program.
3. Perform a risk based assessment of the amount of building inspections required for each property based on an assigned risk rating to each property.

The CCS recommendation included on the following page.

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 2 – Inconsistencies identified in managing building inspections — **Moderate**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Continued from previous page **CCS** The following issues were identified as a result of our sample testing of nine (9) sporting, three (3) commercial and three (3) aged care leases and licences: • The annual building inspection was not performed for the Fullham United Soccer Club Incorporated in calendar year 2019. Internal Audit were advised that access to the tenancy was unable to be arranged and was not escalated to the Property Management Officer to arrange access to perform the inspection. Additionally, the inspection dates were also not recorded in TechOne's Property & Rating module. • The "last inspection" and "next inspection" dates were not updated in TechOne's Property & Rating module post-inspection for three (3) properties. It is further noted that the updating of these dates is required to ensure inspections requirements are accurately monitored and performed.		**CCS:** 1. Internal Audit recommends the CCS should investigate system opportunities to improve reporting and review over lease and licensing data to ensure that inspection data such as "last inspection" and "next inspection" is updated and accurate within TechOne (See Joint Finding 1 for further information).

CCS Management Action(s)	CoM Management Action(s)
C1. The CCS will explore the possibility of capturing Building Inspection information within the Tech One module. In the interim, reporting has now been developed which will include a monthly report generated by staff from the Tech One module. This report will include the status of required inspections for all lease/licence holders of Council-owned buildings. The report will be work-flowed to both the Manager Open Space, Recreation & Property and the General Manager Asset Services.	M1 & M2. As noted in finding 1, the CoM will include as a requirement to include a system to support the management of building inspections. M3. The CoM will establish a risk rating matrix to inform the regularity of the building inspections for the leased sites.
Responsibility: Coordinator Property Services **Target Date:** 31 December 2020	**Responsibility:** Unit Manager Land & Property **Target Date:** M1 & M2. 31 December 2020, M3. 31 October 2020

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Finding 3 - Monitoring and levels of cover required for public liability insurance — **Moderate**

Finding(s)	Risk(s) and Opportunities:	Recommendation(s)
Inconsistencies were identified with the monitoring of the required levels of public liability insurance cover under lease and licence agreements for both Councils. Under both Council's lease and licence agreements, tenants are required to have public liability insurance in accordance with the level of cover outlined in Schedule 1 of the agreement. The tenants are required to provide the CoM and CCS with the Certificate of Currency (CoC) evidencing the currency of their insurance policy. Currently, the standard level of cover of public liability insurance is outlined as $20million under both Councils' lease and licence agreements. We were advised by both the CoM and the CCS that previously the level of cover required was set at $10million, and as result it can be difficult to request increased level of cover from long-standing tenants due to the increased cost in the insurance premium. As a result of our review the following issues were identified for each Council regarding the monitoring of required levels of public liability insurance cover: **CoM** As a result of sample testing over twelve (12) leases and licences, the following items related to insurance were highlighted: • At the time of our fieldwork, CoC's of public liability insurance for six (6) of the twelve (12) leases and licences sampled were unable to be provided. Subsequent to our follow-up, two (2) of the six (6) have been provided. • At the time of our fieldwork, three (3) of the twelve (12) leases and licences sampled provided expired CoC's of public liability insurance. Subsequent to our follow-up, two (2) of the three (3) have provided current certificates and Management is currently in the process of following-up the outstanding CoC. • Stanley Street Tennis Club Inc's licence agreement required $20million of cover for public liability insurance, however the CoC provided only included cover for $10million of public liability insurance cover. It is noted as advised by CoM stakeholders, that they are continuing to follow-up with tenants for current CoC's of public liability insurance in relation to the items above. Additionally, the process for monitoring and managing insurance requirements for leases and licences is currently being reviewed. *Continued on following page*	**Risk:** By not monitoring and reviewing the levels of cover required for public liability insurance, this may result in the following risks: • Tenants not holding an adequate level of public liability insurance may leave the Councils liable to pay damages in the event of a public liability claim. • Improper review and retention of tenants' CoC may lead to public liability insurance expiring, which may leave the Councils liable to pay damages. Additionally, this also makes it difficult to accurately track a tenant's level of cover when the CoC is not properly retained. **Opportunity:** Improved system functionalities can provide opportunities to monitor insurance expiry dates through alerts and exception reporting (see Joint Finding 1 for further information).	**CoM:** 1. In the interim, Internal Audit recommends that the CoM should perform an overarching review to ensure that required insurances are in place across all leases and licenses. A summary report of this review should be provided to relevant CoM staff. 2. As part of the Digital Transformation Program, it is also recommended that the review over the monitoring of insurance as part of the broader contracts module is considered in relation to leases and licenses. This would include providing automated system functionality such as notifications for tenant insurance that will expire within two months. **Joint recommendation:** 1. Internal Audit recommends both Councils investigate introducing a standard method for assessing required levels of public liability insurance on a case by case basis for each lease or licence. This would allow leases or licences with a higher public liability risk to pay a higher premium, and leases and licences with a lower public liability risk to pay a lower premium.

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 3 - Monitoring and levels of cover required for public liability insurance — **Moderate**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Continued from previous page **CCS** Internal Audit performed sample testing over nine (9) sporting and three (3) commercial leases and licenses to consider whether the required insurances were in place. As a result of our review, the following items were highlighted: • Grange Jetty Café Pty Ltd's lease agreement required $20million of cover for public liability insurance, however the CoC provided only included cover for $10million of public liability insurance cover. • Henley Bowling Club Inc. and Woodville North Sports Club Inc's lease agreements required $20million of cover for public liability insurance. However, at the time of our fieldwork the CoC provided only included cover for $10million of public liability insurance cover. Subsequent to our follow-up query, both properties' insurance cover was increased to $20million for public liability insurance as of 8 May 2020, with the CoC's provided and sighted. During our review, it was advised by CCS stakeholders that recent internal discussions have been held to review the level of insurance cover required under each of the lease agreements, and to re-assess and standardise the level of insurance cover required across the portfolio.		

CCS Management Action(s)	CoM Management Action(s)
J1. Agree with recommendation, specifically the levels of insurance required by lease holders will be further reviewed and re-assessed.	M1. The CoM to perform a review of the leasing and licensing portfolio to ensure that required insurances are in place and also implement process to provide regular updates in a form of a report to the Manager City Property. M2. As noted in finding 1, the CoM will include as a system requirement that is able to monitor the insurances and provide automated system functionality for notifications around tenants insurance that are due to expire within a certain period of time.
Responsibility: Manager Open Space Recreation and Property **Target Date:** 31 July 2020	**Responsibility:** Unit Manager Land & Property, Manager City Property **Target Date:** M1. 31 October 2020, M2. 31 December 2020

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 4 – Leases and licences executed retrospectively to the start date of the term

Moderate

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
For both Councils it was identified that a number of lease and licence agreements were executed retrospectively to the start date of the term. It is noted that under both Councils' lease and licence agreements that a holding over clause is included. The holding over clause permits the tenant to continue occupying the premises after expiry on the same terms as the lease or licence agreement with Council's consent. Additionally, either party may terminate the agreement on one month's notice given at any time. As a result, it is noted that the legal risk to the Councils is low due to the application of the holding over clause included in the lease and licence agreement. **CoM** Internal Audit performed sample testing over twelve (12) leases and licences, resulting in the following issues identified: • While Marion Basketball Stadium has signed a letter of offer, the lease agreement has not been signed and executed. Additionally, it is noted that the letter of offer was signed on 1 April 2019 for the term commencing on 12 September 2018. • While Mitchell Park Sports and Community Inc has signed a letter of offer, the licence agreement has not been signed and executed. Additionally, the letter of offer was signed on 19 December 2019 for the term commencing on 1 March 2019. • YMCA's lease agreement was executed on the 23 December 2016, however the start date for the term is the 1 September 2016. Additionally, Internal Audit were advised that the delay in execution for the Marion Basketball Stadium was due to uncertainty regarding the development of the property. We were also advised that delays in execution can result from negotiations with tenants. *Continued on following page*	When tenants are holding over from previous agreements, it may pose the following risks: • The urgency for tenants to sign and return the new agreement diminishes the longer they remain holding over. This may make it increasingly difficult for both Councils to execute new agreements. • The negotiating power shifts from Council to tenant the longer the agreement is holding over. This makes it difficult for Council to update terms in the agreement such as rent, inspection terms, maintenance responsibilities, etc. • There is a financial risk, as agreements that are holding over can be terminated with one month's notice. Although this presents some benefits to both Councils, there is the risk that a tenant could exit the agreement leaving a loss of revenue until a new tenant is found. **Opportunity:** Improved system functionalities can provide opportunities to monitor lease and licence expiry dates through alerts and exception reporting (see Joint Finding 1 for further information).	**CoM:** Internal Audit recommends the CoM: 1. Investigate system opportunities to implement a property management system to support the monitoring and tracking of lease and licence agreement expiry (see Joint Finding 1 for further information). 2. Review current processes for executing and extending lease and licence agreements to identify opportunities to streamline the process such as whether the letter of offer is required. The CoM should also consider the implementation of exception reporting to Management of all leases and licences holding over with key expiry dates highlighted to monitor and track the timeliness of lease or licence negotiation. **Joint recommendation:** Internal Audit recommends both Councils investigate the following: 1. Having alerts set to begin negotiating new lease agreements 6 to 12 months prior to expiry. This will allow adequate time to discuss new terms with tenants and review whether the agreement will be extended. 2. Upcoming lease or licence expiry reports to be provided to relevant Management staff, with on-going monitoring and discussions held regarding the status of lease and licence renewals and the number of leases and licences holding over.

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 4 – Leases and licences executed subsequent to the start date of the term — **Moderate**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Continued from previous page **CCS** Internal Audit performed sample testing over nine (9) sporting, three (3) commercial and three (3) aged care leases and licences, and the following was identified: • The Billiard Club's lease agreement was executed on the 12 November 2009, however the start date for the term was the 1 October 2009 (please refer to CCS – Finding 1 for further information). • The SA Amateur Soccer League Inc's licence renewal was executed on the 11 September 2015, however the start date for the term was the 17 January 2015. • The Cherrett Family Trust's lease agreement was executed on the 13 March 2015, however the start date for the term was the 1 December 2014. • Henley Bowling Club Inc's licence agreement was executed on the 20 October 2015, however the start date for the term was the 1 July 2015. Internal Audit were advised that the delay in execution of the lease agreement or lease renewal was due to protracted negotiations over terms and conditions of the lease or licence. However, no documentation evidencing the reason for the delays was able to be provided.		

CCS Management Action(s)	CoM Management Action(s)
J1. All negotiations for new lease/licence agreements are to be finalised before Council considers the request. J2. Reporting has now been developed, which will include a monthly report generated by staff from the Tech One module detailing the rental status for all lease/licence holders of Council-owned buildings. The report will be work-flowed to both the Manager Open Space, Recreation & Property and the General Manager Asset Services.	M1, J1 & J2. As noted in finding 1, the CoM will include as a system requirement that is able to monitor and track lease and license agreement expiries. System reporting will also be investigated as part of the requirements for a new system. M2. The CoM to undertake a review of the current process for executing and extending lease and license agreements to identify opportunities to stream line the process, to include the review of the Letter of Offer.
Responsibility: Coordinator Property Services **Target Date:** 31 July 2020	**Responsibility:** Unit Manager Land & Property **Target Date:** M1, J1 & J2. 31 December 2020, M2. 31 October 2020

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 5 – Inconsistencies in document retention practices for leases and licences — **Low**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Inconsistencies were identified in documentation retention practices for key lease and licence documentation. Documentation retention is a key component of the leasing and licensing process. The CoM and the CCS use SharePoint and Content Manager respectively to store and retain key lease and licence documentation such as executed lease and licence agreements, building inspections and insurance certificates. Specifically, the following issues were identified for each Council relating to document retention practices: **CoM** Internal Audit performed sample testing over twelve (12) leases and licences, and the following was identified: • Certificate of Currency's (CoC) of public liability insurance for six (6) of the twelve (12) leases and licences sampled were unable to be provided (see Joint – Finding 3) • Building inspection reports for five (5) of the twelve (12) leases and licences sampled were unable to be provided (see Joint – Finding 2) • The annual rent subsidy questionnaire for four (4) of the (12) leases and licences were unable to be provided. **CCS** From our sample testing, copies of the signed and fully executed lease and licence agreements were able to be provided for thirteen (13) of the fifteen (15) leases and licences sampled. However, it is noted that for two (2) of the leases sampled that copies of the signed and fully executed lease agreement had not been retained in the CCS document repository, Content Manager. It is noted however, that these agreements were able to be provided and were sighted by Internal Audit, with copies of these agreements sourced from the tenant. *Continued on following page*	Poor documentation practices may lead to communication gaps and decreased business efficiencies, and create an increased risk of failure to evidence key lease and licence obligations.	**Joint recommendation:** Internal Audit recommends for both Councils to: 1. Have staff conduct an annual review of lease and licence documentation to ensure all documents are retained. 2. Reinforce the documentation and record keeping requirements with all relevant staff.

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 5 – Inconsistencies in document retention practices for leases and licences — **Low**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Continued from previous page It is also noted, that CCS has identified a KPI for the Commercial Property Management Officer to improve and demonstrate best practice record keeping requirements for commercial leasing over the next 6 months to ensure all key documentation is retained in Content Manager.		

CCS Management Action(s)	CoM Management Action(s)
J1&J2. A KPI will be developed to ensure that best practice in record keeping is reached to ensure that all lease/licences are captured within Content Manager	J1. The CoM will schedule in annual review of lease and license documentation to ensure that they are current and relevant. J2. City Property team to collaborate with the records team to stream line and ensure that documentation and record keeping requirements are being adhered to.
Responsibility: Commercial Property Management Officer/ Property Management Officer **Target Date:** 31 Dec 2020	**Responsibility:** Unit Manager Land & Property **Target Date:** 31 December 2020

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 6 – Lease and licence customer maintenance requests — **Low**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
For both Councils it is noted that the status of customer maintenance requests for leased and licensed properties is tracked through each respective Council's CRM systems, including TechOne for the CCS and Customer Event System (CES) for the CoM. Currently, the management of customer requests, including maintenance is work-flowed through the following processes for each Council: • CCS – subsequent to the customer request being received and logged by the Customer Service team for *Aged Accommodation Repairs & Maintenance* or *Council Property Repairs & Maintenance,* these are triaged by the Beverley Admin team to the relevant officers in Property who prioritise these requests. A work-order is then created and sent through to maintenance staff, where upon completion will record the request as 'closed'. • CoM - upon a customer request being received by the Customer Service Centre (CSC), the request is raised as a categorised customer event in CES by a CSC team member and prioritised by its category. This event is then work-flowed through to the relevant Property team for response. Subsequent to receipt of the event by the Property team, a work-order request is made in RAMMS and assigned to a member of the Maintenance team. Upon completion, the status of the event is recorded as 'closed' within RAMMS and CES. As a result of our review, the following areas for improvement in relation to the management of tenant customer requests for each respective Council were identified. **CoM** • The weekly Overdue Events by Coordinator report was not being provided to the required the required CoM Management responsible for the oversight of leasing and licensing maintenance requests. We understand that due to staffing changes within the Property team, the Unit Manager Sport & Community Facility Development, the Unit Manager Land & Property and the Manager City Property were currently not receiving these reports. • It was identified for the CoM that clearly defined response timeframes to customer maintenance requests (not related to hazards) have not been established. *Continued on following page*	**Risk:** There is a risk that the response times of tenant maintenance requests are not delivering on customer expectations, and do not reflect better practice. This may lead to a negative customer experience and negative reputational impact to both Councils. **Opportunity:** Established response times and priority ratings provide opportunities to better allocate work according to its true effect on the customer and allow maintenance tasks to be executed in a more effective manner.	**CoM:** 1. Customer event reporting is provided to the Unit Manager Sport & Community Facility Development, Unit Manager Land & Property and the Manager City Property. 2. The distribution list for customer event reporting should be reviewed and updated on a regular basis. 3. Consider establishing response times to tenant maintenance requests, these should give reference to: • Customer expectations; and • Where it is not possible to meet customer expectations, understand why this is not possible and have clear communication in place to bridge the gap with customer expectations. Example priority ratings are included in Appendix 1 on Page 34 of this report. **Joint recommendation:** Internal Audit recommends for both Councils to establish departmental KPIs as appropriate that are relevant to the status of customer maintenance requests, and ensure these are monitored and regularly reported on.

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3.0 Internal Audit Findings - Joint Findings and Improvement Opportunities

Finding 6 – Lease and licence customer maintenance requests — **Low**

Finding(s)	Risk(s) and Opportunities	Recommendation(s)
Continued from previous page **CCS** • From our review of two weekly reports, we noted for the two maintenance requests sampled that these requests were recorded as 120+ days past due. It was further noted that the maintenance requests, which include the repair of a brush fence and the filling and repainting of a ceiling, have a stated response time of 2 – 5 days under the CCS Service Level Agreements. • Upon further consultation with the CCS, we were advised that for one request the Property team is currently liaising and undertaking the tenant's maintenance request for repair of a brush fence. For the second request, the remaining maintenance tasks were considered a low level risk after the tenant's leak was fixed and the person allocated the remaining task has been away on leave.		

CCS Management Action(s)	CoM Management Action(s)
J1. Agreed. The Property Maintenance Work Procedure document (including response and action times) will be reviewed and updated, with updates subsequently communicated to relevant staff.	M1. and M2. The CoM to ensure that appropriate customer event reporting is provided regularly to the appropriate Unit Manager and Manager and ensuring that the distribution list are reviewed and updated on annual basis or as needs basis. M3 & J1. The CoM will consider establishing response times and establishing KPIs to monitor the performance of these requests.
Responsibility: Coordinator Property Services **Target Date:** 31 Sept 2020	**Responsibility:** Manager City Property **Target Date:** 31 October 2020

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3.0 Internal Audit Findings

Individual Findings and Improvement Opportunities

DRAFT

3.1 Internal Audit Findings - City of Charles Sturt

3.1 Internal audit findings (City of Charles Sturt)

Through our discussions with the process owners, documentation review and sample testing performed, Internal Audit identified three (3) moderate rated findings. The following table provides a summary of the risk rated findings identified. Findings and recommendations were discussed with Management. Management has accepted the findings and has agreed action plans to address the recommendations.

Rating	Ref #	Description
Moderate	CCS - F1	Biljart Club
Moderate	CCS – F2	Accuracy of debtor invoicing
Moderate	CCS - F3	Inconsistencies identified in the management of rent reviews

The classification of risk ratings in this report are based on the risk ratings documented at **Appendix 3**.

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Finding 1 – Biljart Club

Moderate

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
From sample testing, it was identified that the Biljart Club's lease expired on 30 September 2014, and that a deed of extension of lease has not been executed between parties. However, it was advised by the CCS staff that on-going consultation with the Biljart Club has been occurring from this time although no evidence could be provided post 2016. Our testing included reviewing the design and effectiveness of key controls for nine (9) sporting, three (3) commercial and three (3) aged care leases and licences to assess the end-to-end lease workflow including lease approvals, renewals, expiries and record keeping and documentation practices. As a result of our review, the following issues were identified in relation to the Biljart Club's leasing arrangements: • The Biljart Club's lease agreement outlines the rent review method as annually in accordance with the Council's Fees and Charges Register. While we were provided a letter to the tenant advising that that the CCS was invoking the holding over clause to issue quarterly invoices for $600.00 (incl. GST) between 1 July 2015 and 30 June 2016, it was noted that a rent review has not since been performed and that the rental charge has remained the same since 1 October 2009. It is noted that the property is not currently included in Council's Fees and Charges Register. • Upon review of the Biljart Club's Debtor Account (Maintenance) history, it was identified that the required October 2019 and January 2020 quarterly invoices were missed and raised in April 2020. Subsequently, at the time of our review an invoice had not been raised for the April 2020 quarter. *Continued on following page*	As a result of these identified issues, there is an increased risk of the following: • Potential loss of financial revenue as a result of rent reviews not being performed. This also includes the risk presented to the CCS of this increased risk under the 'holding over agreement' which allows the tenant to terminate the lease agreement at any time on one month's notice resulting in a potential loss of financial revenue to the CCS. • Safety risk to occupants, due to required maintenance not being completed. • Legal exposure of the Council, due to the poor documentation retention practices related to this lease, and specifically related to a lease where there has been known disputes and identified safety concerns raised. • Reputational impact to the CCS for ongoing disputes or negotiations with the lease holder.	It is recommended that the CCS should: 1. Implement a strategy and plan to address the lease renewal of the Biljart Club. This should include priority discussions to address outstanding safety concerns. 2. Perform a full review over the lease and licence portfolio including providing a summary report of all leases and licences holding over in excess of six months. A plan should subsequently be developed to put lease and licence agreements in place for all identified agreements holding over in excess of six months. The status of the summary report should be provided on a regular basis to Management.	1. A report will be prepare to the Council's Asset Management Committee to consider a future licence extension for the continued use of the 50 Coombe Rd facility by the Biljart Club. This should include priority discussions to address outstanding maintenance concerns. It is noted that the immediate safety concerns (i.e. electrical) were rectified in 2016. 2. A full review will be performed over the lease and licence portfolio including providing a summary report of all leases and licences holding over in excess of six months. A plan will be subsequently developed to put lease and licence agreements in place for all identified agreements holding over in excess of six months. The status of the summary report will be provided on a regular basis to Management.

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Finding 1 – Biljart Club

Moderate

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
Continued from previous page • We were advised that in February 2016 a previous Property Administrator recommended the termination of the lease agreement due to safety concerns following a building inspection. It is noted that this inspection outlined the building as in "very poor condition" and recommended for "demolition or shut down" as it was "identified as a hazard to the club members". It is further noted that a building condition audit performed by Tonkin Consulting in April 2016 outlined "that there are a number of hazards within the building particularly around electrical that should be addressed urgently". • Subsequent to the completion of our fieldwork, we were advised that the CCS has conducted an independent building inspection on 3 June 2020 that identified the building as structurally sound.			

Responsibility: Coordinator Property Services

Target date(s): 31 Sept 2020

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Finding 2 – Accuracy of debtor invoicing — **Moderate**

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
From our review, issues were identified with the accuracy and timeliness of CCS lease debtor invoicing. To facilitate debtor invoicing, the Property Management Officer completes a Debtor Request form by manually calculating the amount to be charged in accordance with the relevant lease agreement or rent review before sending it to the Finance team for invoicing. Internal Audit performed sample testing over nine (9) sporting, three (3) commercial and three (3) aged care leases and licenses, and the following issues were identified related to the debtor invoicing related to these properties: • An aged care tenant's February, March and April 2020 charges were raised in error as the resident vacated in January 2020. It was noted that a credit note was raised for the April invoices after the Finance team was notified of the resident vacating prior to the scheduled direct debit run. Additionally, at the time of our review, the resident was noted as still being set as "current" in TechOne's Property & Rating Module. • Henley Bowling Club Inc's annual rent for the current period of operation was outlined as $369.02 plus GST (10%). However, the Debtor Request form incorrectly calculated the charge amount, and the debtor was incorrectly invoiced $402.92 instead of the correct charge amount of $405.92. • Fulham United Soccer Club's monthly rent for the current period of operation was outlined as $713.40 + GST (10%) per month. However, the Debtor Request form incorrectly rounded-up the charge amount, and the debtor was incorrectly invoiced $785.00 instead of $784.74. • Upon review of the Biljart Club's Debtor Account (Maintenance) history, it was identified that two quarterly invoices were missed, and subsequently raised late. (See CCS – Finding 1 for further information).	Where data must be manually calculated and transferred prior to payment, there is a risk that invoices are processed inaccurately or missed. As a result, this may result in: • Debtors being over or undercharged and resourcing allocated to amend any incorrect payments. • Poor customer experience or reputational impact to the Council where tenants are overcharged.	Internal Audit recommends that the CCS: 1. Investigate system opportunities with specific focus on increased functionality, reporting, elimination of manual processes and systems integration (see joint finding 1). 2. It is also recommended the Coordinator Property Services review and sign-off on any updated rental charges. 3. Review lease and licence key data annually to ensure all is up to date and accurate.	1. The CCS will investigate system opportunities with specific focus on increased functionality, reporting, elimination of manual processes and systems integration. 2. The Coordinator Property Services will review and sign-off on any updated rental charges. 3. Lease and licence key data will be reviewed annually to ensure all is up to date and accurate.

Responsibility: Coordinator Property Services

Target date(s): 31 July 2021

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Finding 3 – Inconsistencies identified in the management of rent reviews — **Low**

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
Inconsistencies were identified in practices relating to the management and calculation of rent reviews. We performed sample testing over nine (9) sporting, three (3) commercial and three (3) aged care leases and licenses, and the following issues were identified: • From review of the Henley Bowling Club Inc's licence agreement, it was noted that the rent review date and method was outlined to be executed on the 1 July annually using March CPI. Upon inspection of the most recent rent review it was noted that the calculation was performed on the 2 September 2019, and utilised the incorrect June CPI amount. It was also noted that at the time of our fieldwork, the rent review date was not recorded within TechOne's Property & Rating module to ensure key rent review dates are accurately monitored. It was subsequently advised by CCS staff that the rent review date for this property has been updated within TechOne's Property & Rating module. • From review of the Billiard Club's lease agreement, it was noted that the rent review method was outlined as annually in accordance with the Council's Fees and Charges Register and had not been performed. (See CCS – Finding 1 for further information).	If there are inconsistencies within review, management and calculation of rent reviews, the following risks may arise: • Rent reviews may be calculated using the incorrect month's CPI or may not be reviewed in a timely manner and in line with leasing/licencing obligations. • Rent reviews may be forgotten. This may result in a loss of revenue for Council due to charging tenants rates that do not reflect the current economic/market conditions.	Internal Audit recommend that the CCS: 1. Investigate system opportunities to set up automatic reminders for rent reviews. 2. It is recommended that the Coordinator Property Services review all updated leasing charges and renewals.	1. The CCS will investigate system opportunities to set up automatic reminders for rent reviews. 2. The Coordinator Property Services will review and sign-off on any updated leasing charges and renewals.

Responsibility: Coordinator Property Services

Target date(s): 31 October 2020

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3.2 Internal Audit Findings - City of Marion

3.2 Internal audit findings (City of Marion)

Through our discussions with the process owners, documentation review and sample testing performed, Internal Audit identified one (1) moderate and one (1) low rated finding, and one (1) performance improvement opportunity. The following table provides a summary of findings identified. These findings and recommendations were discussed with Management. Management has accepted the findings and has agreed action plans to address the recommendations.

Rating	Ref #	Description
Moderate	CoM – F1	Further review required over lease and licence rental charges
Low	CoM – F2	Rent review process requires greater rigour
PIO	CoM – PIO1	Delegations of lease renewals and approvals

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Finding 1 – Further review required over lease and licence rental charges

Moderate

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
A further review is required over the CoM's lease and licence rental charges including the annual subsidy requirements and the method for undertaking rental valuations. Specifically, as a result of our review the following items related to rental charges were noted: • Of the approximately 90 leases and licences managed by the CoM, 16 tenants were identified which do not pay any leasing or licensing fees. From further discussion with CoM staff, it was advised that leases and licences with a $nil rental value are in place due to a variety of reasons. This includes the CoM having a number of legacy agreements in place and also other leases which are pending further lease renewal discussions. • As noted in Joint Finding 5, during sample testing it was observed that the annual rent subsidy questionnaire for 4 of the 12 leases and licences sampled were unable to be provided. Under a tenant's lease or licence agreement, they are required to provide an annual report to enable the level of rent subsidy to be determined. • Our review also noted that as part of the rental income methodology process, that the Council's current process includes undertaking external valuations. It is noted that this out-sourced service can cost up to $1k per valuation, and therefore may result in little additional value provided to the CoM. It is further noted that the CCS does not perform external valuations except for commercial properties, and instead bases rental income using a document fee structure within their Sporting and Community Clubs Fees Policy.	There maybe a loss of revenue for the Council due to the following: • Legacy leasing agreements and annual subsidy reports not being reviewed, and as a result rental fees not reflecting current economic/market conditions • External valuations being undertaken where not being commercial viable.	Internal Audit recommends the CoM: 1. Investigate all leasing agreements in place which are currently being charged under a specified value. Where it is identified that the annual rental income has not been updated for a number of years, consider opportunities to re-align the rental fee to market conditions. Where appropriate, the 93% market subsidiary would be applied. 2. Review the current process for monitoring and determining the level of rent subsidy to ensure that tenant's are adequately meeting their obligations according to their relevant lease or licence agreement and Council policy. 3. It is recommend that the CoM further review and consider the current policy of obtaining external valuations for club and community properties.	1. The CoM to investigate the agreements in place to ensure that the rental free aligns with Council's current policy and the subsidy of up to 93% is applied appropriately. 2. The CoM to undertake a review of the process for monitoring and determining levels of rent subsidy to ensure tenant's are meeting their obligations. 3. The CoM to undertake a review of the current policy in determining the rental fee via external valuations and potential consideration for another fee structure for consideration.

Responsibility: Unit Manager Land & Property

Target date(s): 31 December 2020

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Finding 2 – Rent review process requires greater rigour

Low

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
From our review, it was observed that the CoM's current rent review process is heavily manual, which includes the transfer of data through multiple spreadsheets. This process was observed as including the following steps: • The Property team fills out a Standing Order Excel Spreadsheet (SOES) after the execution of the lease. • The SOES includes the rent review dates and type of review (CPI or market), which is sent to the Assistant Financial Accountant. This data is then copied into a separate rent calculation spreadsheet. It is noted that this spreadsheet acts as a calculator rather than a formal record of the rent review. • The Assistant Financial Accountant then manually creates reminders within Outlook of the upcoming rent reviews. This current process is heavily manual, and after discussions with the Assistant Financial Accountant it was advised that this process takes significant resource time. Internal Audit notes that the rent reviews sighted as part of our sample testing were accurate, however the SOES did not provide adequate commentary surrounding when the rent reviews were completed, by whom, and were not signed off.	Having a highly manual rent review process without proper reporting may lead to the following risks: • Due to the manual nature of the calculations and lack of review or sign off, there is a risk of miscalculation. This includes transposition errors due to the transfer of data between Excel spreadsheets. • Resourcing is not efficiently utilised as a majority of time is spent on administration duties.	Internal Audit recommends the CoM: 1. Investigate system opportunities to implement a property management system which includes workflows for the rent review process (see Joint Finding 1 for further information). 2. Update the rent review calculation sheet to provide further detail of the review calculation. 3. Implement a delegation of authority for authorising rent reviews. This should include the relevant staff sign off within the updated SOES template.	1. The CoM will undertake an assessment around the requirements of a property management system to support the management of leases and licensing to include rent review process and will incorporate the requirements into the organisational wide Digital Transformation Project. 2. The CoM to undertake the review of the rent review process. 3. The CoM to implement revised process to incorporate appropriate checklist and appropriate delegations are in place to sign off on rent reviews.

Responsibility: Unit Manager Land & Property

Target date(s): 31 December 2020

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PIO 1 – Delegations of lease renewals and approvals

PIO

Finding(s)	Risk(s)	Recommendation(s)	Agreed Management Action(s)
In the execution of lease agreements, our review noted substantial differences in the practices of lease approvals between the two Councils. This included the CCS lease approvals being performed by either the Coordinator Property Services or the Manager Property Services. For the CoM, it was noted that leases are currently approved by the GM of Corporate Services, and not by the TLL&P as delegated under the CoM's Delegations and Sub-Delegations. From stakeholder consultation, it was further noted that the current practice of requiring GM approval for all new leases can impact on the efficiency of work-flow in executing lease renewals and new leases.	If the lease and licence delegations process is incorrectly followed, this can result in an impact to work-flow efficiencies. As a result, this may cause further delays in executing lease or licence agreements between parties.	Internal Audit recommends the CoM: 1. It is recommended that the CoM provide further communication and awareness of the delegations for new leases and lease renewals to relevant staff, and specifically the delegation for these approvals to be performed by the TLL&P.	1. Further communication to be provided to relevant staff members around delegations for new lease and lease renewals.

Responsibility: Unit Manager Land & Property & City Property

Target date(s): 31 October 2020

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4.0 Lease and Licence Governance Model Options

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4.0 Lease and Licence Governance Model Options

Included below is a comparison between the CCS and CoM's current lease and licence governance models in relation to the management of leases and licences at each Council. Additionally, a summary of key considerations for both Councils in regards to their approach to lease and sub-lease arrangements, and appropriate governance is also provided below.

CITY OF CHARLES STURT

The CCS's lease and licence governance models include:

1. Direct lease or licence agreement with tenant.
2. Direct lease or licence agreement with tenant, who sub-leases or sub-licences to third parties with Council approval. The CCS does not have involvement with invoicing or managing sub-leases or sub-licences after providing approval and is the responsibility of the head-tenant.
3. Licence for ground-use only.

CITY OF MARION

The CoM's lease and licence governance models include:

1. Direct lease or licence agreement with tenant.
2. Direct lease or licence agreement with tenant, who sub-leases or sub-licences to third parties with Council approval.
3. Direct lease to a Head Committee that subsequently manages all leases and licences for use of a certain facility. It was advised by key stakeholders that the CoM has had success with using this model to manage their leases and licences. In the result of a breakdown in the Head Committee model, the CoM has developed a financial model which includes direct agreements with all tenants based on their percentage usage of the property and utilities.
4. Licence for ground-use only.

Key considerations for both Councils in relation to lease and sub-lease arrangements

In terms of Council retaining the most control, it is preferable to directly engage or contract with tenants. However, this can be highly administrative and it may be preferable to deal with one head-lessee, who has the power to sub-lease. The issue with this is that the Council may not have line of sight and control over the terms and relationships of these leases. Included below are considerations for both Councils as to how to best manage these risks:

1. Council directly leases with tenants

- The Council retains full control, line of sight and full counterparty risk is managed. However, this requires greater administration.

2. Council leases to a head lessee, who then sub-leases to third parties

- Under this scenario is it is important that Council has full line of sight and contractual control over both the head-lease and the sub-leases. Below are a number of ways Council can mitigate against disputes:
  - Council requires 'Consent Rights' when a head-lease wishes to sub-lease or assign (taking into consideration areas such as the covenant of the sub-lease tenant to manage counter party risk). If the potential sub-lessee or assignee has a materially worse covenant than the current lessee, the Council will then have the ability to not approve the sub-lessee or assignee for the reason outlined in the lease.
  - Ensure the terms of the lease include recourse to the lessee in case the sub-lessee defaults.
  - Ensure a governance structure is in place whereby the Council actively monitors the terms of any sub-leases and engages with both lessees and sub-lessees.

3. Adopt a licence structure

- Generally used for shorter term occupancy arrangements and similar issues to those above would apply to either an 'assignment' or 'sub-licence'.

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Appendices

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Appendix 1 – CoM Operational Risk Register Lease and License Related Risks

Council Operational Risk Register

Below is the CoM operational risk register item's relating to Land & Property. The findings within this report cover the areas marked below:

ELT Risk Owner (ELT)	Risk Description	Risk Causes/Sources	Potential Consequences	INHERENT Level of Risk			Related finding
				Likelihood	Consequence	Risk Rating	
City Development	Failure to appropriately renew, maintain and repair CoM land and property assets	• Lack of knowledge of structural stability • Change in strategic priorities from Ems • Increased workload/ specialised skills • Inadequate funds allocated for maintenance/replacement of buildings • Increased quality expectations from the community, Australian Standards and legislation	1. Asset deterioration/ environmental failure 2. Death or Injury 3. Non compliance with legislation, regulations and industry standards 4. Dissatisfied community 5. Increased costs of ongoing maintenance, frequent inspections and hazards removal 6. Inadequate information on asset status 7. Unaware of specialised equipment in leased properties	Likely	Moderate	HIGH	Joint finding 2
City Development	Failure to appropriately manage high risk Land & Property related activities by Contractors (such as work on maintenance, electrical, plumbing and security etc)	• Ineffective procurement processes that evaluate Contractors' WHS practices/ performance • Inconsistent / Ineffective WHS induction of contractors • Ineffective monitoring and evaluation of Contractors' WHS practices/ performance	1. Death or critical injury to Workers, Contractors or member of Public 2. Disruption to works impacting CoM & team 3. Disruption to works impacting local community 4. CoM exposure to liability 5. Officers' exposure to criminal litigation 6. Reputation damaged through adverse media coverage	Likely	Major	HIGH	Joint finding 2
City Development	Non compliant, inappropriate, ineffective and/or sub standard delivery of land & property services (including internal processes for insurance, security, emergency and hazard management, leasing, licensing, permits/events etc)	• Inadequate internal controls for standard processes (insurance claims, debtor recharges, permit approvals) • Ineffective monitoring of internal controls/management arrangements at leased facilities/venues • Ineffective project management • Lack of funds allocated in internal budgets • Access to quality staff • Access to quality materials	1. Lack of accountability 2. Asset deterioration 3. Dissatisfied community 4. Downturn in staff morale 5. Litigation 6. Liability	Possible	Moderate	MEDIUM	Joint finding 1 Joint finding 2 Joint finding 3 CoM finding 1

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Appendix 2 – Example Priority Ratings for Maintenance Requests

Included below are two better practice examples of priority ratings for consideration in establishing response times to tenant maintenance requests.

Example 1: Reactive Maintenance Priority Levels from an Australian Transport Infrastructure Company with significant property leasing operations

Priority 1 (P1)

Maintenance tasks considered to be of Extreme Priority and require an Immediate Response.

Priority 2 (P2)

Maintenance tasks considered to be of High Priority and require a response within 48 hours of being logged.

Priority 3 (P3)

Maintenance tasks considered to be of Moderate Priority and require a response within 7 days of being logged.

Priority 4 (P4)

Maintenance tasks considered to be of Low Priority and require a response within 1 month of being logged.

Priority 5 (P5)

Maintenance tasks considered to be of Low Low Priority and require a response within 3 month of being logged.

Priority 6 (P6)

Maintenance tasks considered to be Monitor Only Priority and may not necessarily require a response however should be monitored as required.

Example 2: Service Request Due Dates from a Local Government Association

Service request due dates are based on risk level and assigned using the below table:

- Extreme (immediate action) – 2 Days
- Major – 7 Days
- Moderate – 30 Days
- Minor – 45 Days
- Insignificant – 128 Days.

	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	45	7	7	2	1
Likely	45	30	7	7	2
Possible	128	45	30	7	2
Unlikely	128	128	45	30	7
Rare	128	128	128	45	21

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Appendix 3 – Staff Consultation

ATTACHMENT 2

The tables below summarises the CCS and CoM personnel who were involved in discussions and contributed to the findings and actions detailed in this Internal Audit Report.

City of Charles Sturt (CCS)

Name	Title
Property	
Sam Higgins	Manager Property Services
Perry Nesbitt	Coordinator Property Services
Nadia Nuzzo	Property Management Officer
Lesley Golley	Commercial Property Management Officer
Tim Dutta	Property Services Officer
Finance	
Stacey Boxer	Coordinator Core Accounting
Donna Stubbs	Divisional Accountant (AMS)
Kelly Gale	Accounting and Debtors Control Officer
Customer	
Nicky Cavallo	Team Leader – Customer Contact
Corporate Governance	
Kerrie Jackson	Manager Governance and Operational Support
Alana Martin	Team Leader Governance and Business Support
Sanchit Rathee	Internal Controls Officer

City of Marion (CoM)

Name	Title
Property	
Ilia Houridis	General Manager City Development
Thuyen Vi-Alternetti	Manager City Property
James O'Hanlon	Unit Manager Sport & Community Facility Development and Acting Unit Manager Land & Property
Chloe McDonald	Property Management Officer
Bianca Robinson	Property Management Officer
Finance	
Melissa Virgin	Assistant Financial Accountant
Customer	
Raelene Govett	Unit Manager Customer Service
Stephanie Patterson	Customer Systems Partner (& Accredited FOI Officer)
Corporate Governance	
Kate McKenzie	Manager Corporate Governance

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Appendix 4 – Classification of Findings

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

Rating	Definition	Examples of Business Impact	Action(s) required
Extreme/Critical	Issue represents a control weakness, which could cause or is causing severe disruption of the process or severe adverse effect on the ability to achieve process objectives.	• Detrimental impact on operations or functions. • Sustained, serious loss in reputation. • Going concern of the business becomes an issue. • Decrease in the public's confidence in the Council. • Serious decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with litigation or prosecution and/or penalty. • Life threatening.	• Requires immediate notification to the Council Finance and Audit Committee via the Presiding Member • Requires immediate notification to the CoM's Chief Executive Officer. • Requires immediate action planning/remediation actions
High	Issue represents a control weakness, which could have or is having major adverse effect on the ability to achieve process objectives.	• Major impact on operations or functions. • Serious diminution in reputation. • Probable decrease in the public's confidence in the Council. • Major decline in service/product delivery, value and/or quality recognised by stakeholders • Contractual non-compliance or breach of legislation or regulation with probable litigation or prosecution and/or penalty. • Extensive injuries.	• Requires immediate CoM's General Manager notification. • Requires prompt management action planning/remediation actions (i.e. 30 days)

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Appendix 4 – Classification of Findings

Rating	Definition	Examples of Business Impact	Action(s) required
Moderate	Issue represents a control weakness, which could have or is having a moderate adverse effect on the ability to achieve process objectives	• Moderate impact on operations or functions. • Reputation will be affected in the short-term. • Possible decrease in the public's confidence in the Council. • Moderate decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with threat of litigation or prosecution and/or penalty. • Medical treatment required.	• Requires CoM's General Manager and/or Senior Manager attention. • Requires short-term management action.
Low	Issue represents a minor control weakness, with minimal but reportable impact on the ability to achieve process objectives.	• Minor impact on internal business only. • Minor potential impact on reputation. • Should not decrease the public's confidence in the Council. • Minimal decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with unlikely litigation or prosecution and/or penalty. • First aid treatment.	• Timeframe for action is subject to competing priorities and cost/benefit (i.e. 90 days).

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Disclaimers

Inherent Limitations

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

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KPMG

City of Marion

Metrics that Matter

Internal Audit Report - DRAFT

June 2020



ATTACHMENT 3

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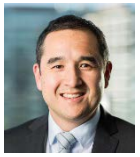
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Executive Summary

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In accordance with the 2019/20 Internal Audit Plan for the City of Marion (CoM), an internal audit project focussing on the CoM's 'Metrics that Matter' project was performed. The objective, scope and approach are outlined below.

Objective

The objective of this internal audit included the following 2 phases:

- *Phase 1* – Post implementation project health check of the Metrics that Matter pilot project, including an assessment of governance structures, roles and responsibilities and reporting arrangements. This phase also considered the data governance arrangements needed to support the CoM's future corporate reporting requirements.
- *Phase 2* – Showcasing best of breed corporate reporting examples from across both Local Government and comparable sectors that can be used to inform the ongoing development of metrics to be measured and reported on by the CoM.

Scope

To address the overall objective above, the scope of this engagement included the following:

Phase 1

- Project health check to assess performance to date of the Metrics that Matter pilot project. This included consideration of current governance structures, roles and responsibilities and lessons learned from this pilot project, and the alignment between current project outputs and identified metrics to key organisational strategies and objectives. This phase also considered how current identified metrics are being used in practice across the organisation including identifying any potential barriers to engagement by staff.
- Consideration of the CoM's current data governance landscape and the extent to which current data sets and associated governance arrangements could support future corporate reporting requirements.

Phase 2

- Identifying and highlighting better practice examples of corporate metrics and visual scorecards that help support better decision making at various levels in the organisation.
- Identify opportunities to connect CoM staff with comparable organisations to share approaches and lessons learned.

Approach

The approach for this internal audit project included:

- Stakeholder consultations with relevant personnel in relation to the Metrics that Matter project.
- Review of key documentation, including frameworks, policies and procedures, and any other relevant documentation in relation to the Metrics that Matter project. This included the current CEO KPIs that have been approved for use in 2020/21.
- Leveraging market knowledge of other Local Governments and sectors to identify example better practice corporate metrics and identify opportunities for improvement in relation to data governance and management.
- Conducting a workshop with relevant stakeholders to validate identified metrics and to discuss initial findings and recommendations.

Report structure

In line with the objectives of this internal audit, we have split our report into two parts:

- **Internal Audit of Metrics that Matter pilot project** – summary of project health check and data governance assessment with key findings and recommendations.
- **Proposed KPIs & Frameworks** – summary of the KPI reporting frameworks, the overall structure of the KPIs proposed and the process adopted to develop and validate them with Management together with a recommended road-map for the next steps in the process.

In addition, a confidential Appendix with the detail of the frameworks and proposed KPIs (corporate and strategic) has been presented to the CoM for consideration.

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Executive Summary (continued)

Background

In October 2017 a New Initiative Bid was approved to fund City of Marion's Metrics that Matter pilot project ('the project') with the objective of the "…creation and implementation of a system for the sustainable delivery of Metrics that Matter". The project was completed in July 2019 and has resulted in the implementation of the Microsoft Power BI platform, integration with key data sets and individual pockets of use within the Council, namely in the operational management of expiations and recently to support the response to COVID-19.

The current use of the Power BI platform in Council is very operational and is not yet being used to report at a strategic level. In addition to rolling out the platform across the Council in order to maximise the benefits of the investment, consideration could also be given to its use by the Executive and Elected Members.

In addition to understanding how well the pilot project had been managed and the current level of maturity in data governance disciplines within the Council, Management has requested a view of better practices in the structure and reporting of performance measures.

KPMG has been engaged to provide the CoM with a suite of potential KPIs based on better practices we utilise and have observed in other organisations, as well as recommendations on the characteristics of a better practice framework for the reporting of KPIs across the organisation. In addition we have undertaken a high-level post-implementation health check of the project and a high-level assessment of the CoM's current data governance maturity.

Positive observations

A number of positive observations were made during the internal audit and are summarised below:



The Metrics that Matter pilot was considered by key stakeholders to have been well run as a whole. From our high level assessment against better practices we noted that sound project management and governance disciplines were in place.



The solution implemented (MS Power-BI) is being actively used for operational management of expiations and more recently for management of the CoM's COVID-19 response.



A data governance framework has been documented with key aspects of data ownership having been implemented.

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Executive Summary (continued)

KPI Structure for the CoM

The diagram opposite illustrates the structure we have used to illustrate the set of KPIs that were proposed for the CoM's consideration as part of Phase 2 of the internal audit.

The Strategic KPIs are aligned to the six themes of the CoM's Strategic Plan.

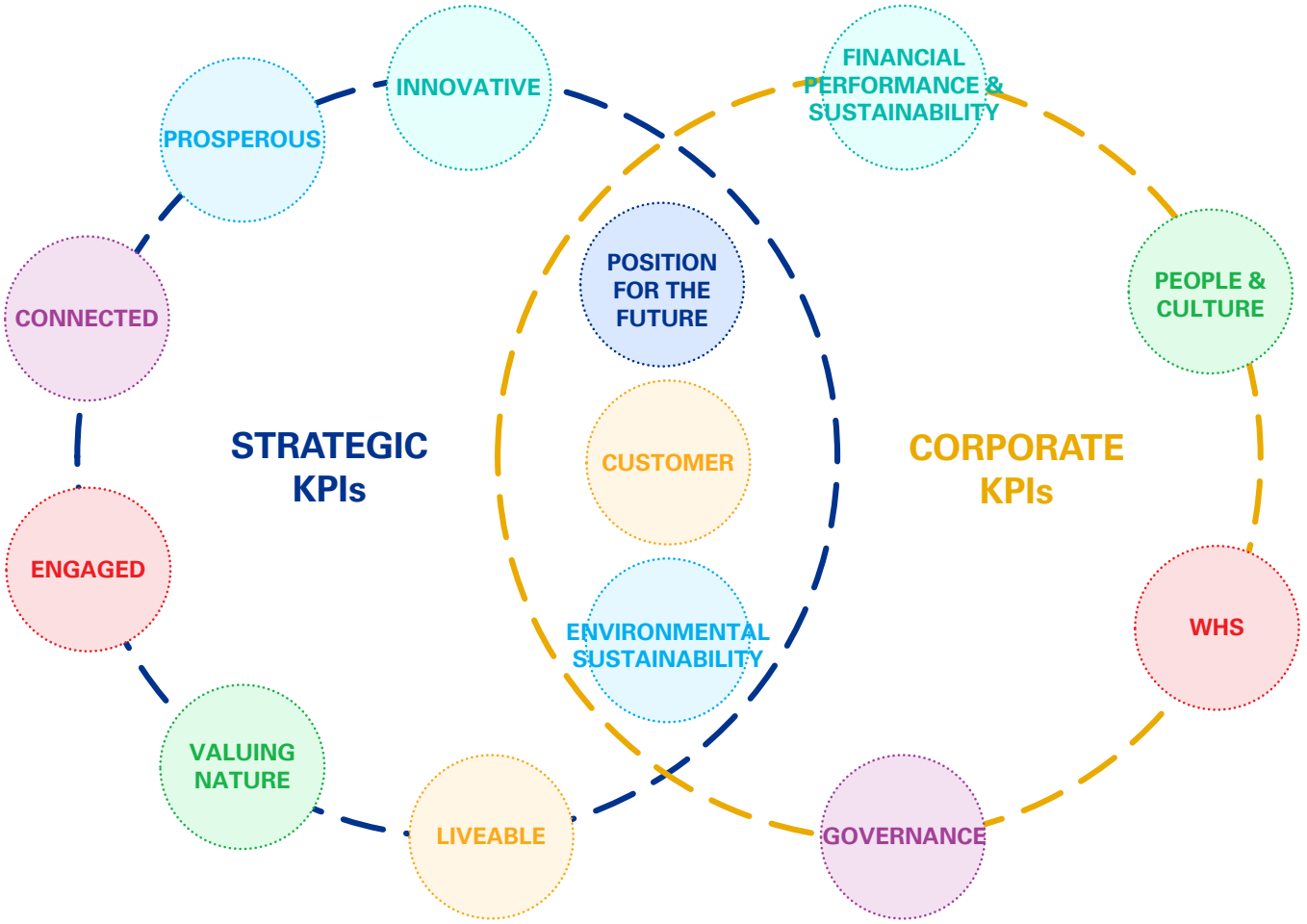
The Corporate KPIs are structured according to better practice examples that align with other local government and comparable organisations. We note this is only one potential structure that the CoM could use and that other structures could equally provide a valid framework for KPI reporting for the CoM.

We have illustrated the following Corporate KPI areas as overlapping the Strategic ones:

- Customer
- Environmental Sustainability, and
- Position for the Future.

These not only have an important role in measuring the organisation's health and performance but have specific linkages into one or more of the Strategic Themes.

Whilst the KPIs have been split into Corporate and Strategic, most of the individual areas will include Operational KPIs as well. These will typically consolidate up into the KPIs being measured at Management and Executive level.



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Executive Summary (continued)

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Internal audit findings

Through our discussions with the process owners, documentation review and sample testing performed, Internal Audit identified one (1) low rated findings and two (2) Performance Improvement Opportunities (PIOs). The following table provides a summary our risk rated findings, and the relevant issue owner and target date for implementation. These findings and recommendations were discussed with the CoM Management. Management has accepted the findings and has agreed action plans to address the recommendations.



Rating	Ref #	Description	Issue Owner	Target Date
Low	F1	Full implementation of the data governance framework	Cross Council CDO	30 June 2021
PIO	PIO 1	Consideration of change management, roll out and benefits realisation post project	Manager, ITT	31 December 2020
PIO	PIO 2	Risk and issue management throughout a project to be more formally tracked and logged centrally	Unit Manager, Risk	31 December 2020

The classification of risk ratings in this report are based on the risk ratings documented at **Appendix 2**.

In addition to these Performance Improvement Opportunities, we have provided Management with a road-map for the next steps in continuing to develop the CoM's KPI reporting framework and leveraging the proposed KPIs. Management have provided their response and proposed actions to this recommendation.

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Internal Audit of Metrics that Matter pilot project



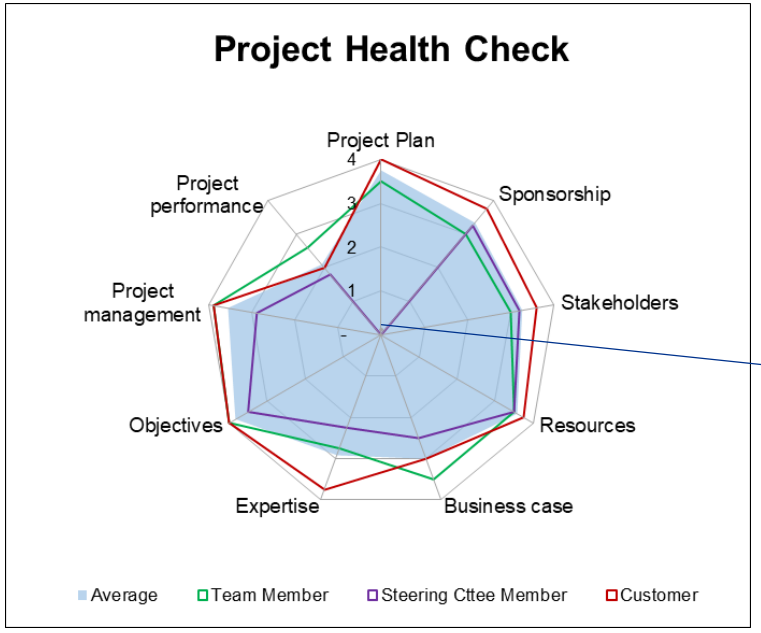
Overview

This section includes the results of our Post Implementation Health Check of the Metrics that Matter pilot project and our high level assessment of the CoM's data governance framework.

Post Implementation Health Check

To assist in performing this high level post implementation health check of the Metrics that Matter pilot project, in addition to reviewing project documentation, we provided a questionnaire on various aspects of the project to three members of staff with differing roles on the project: Steering Committee member, Project Team member, Customer.

The results of the questionnaire are illustrated below.



SCORING

0 - Don't know
1 - Disagree
2 - Neutral
3 - Agree
4 - Strongly agree:

Not Applicable score from SC Member as couldn't recall.

The nature of a 'pilot' project is such that the plans and objectives laid down at the start of the project are often modified and updated as the project progresses and more information is gathered. The Metrics that Matter pilot was no different with objectives and scope being refined as it went and budget priorities being flexed accordingly.

The overall view of the questionnaire respondents was that the project had been run well with the 'expected' project management and governance disciplines in place. This is supported by the documentation provided to us and the use of the CAMMS project management tool. It was noted that the structure and processes used in the project were more as a result of the experience of the project leaders rather than any standard or mandated project management framework for use with in the Council.

On completion of the project a project review was conducted internally and a number of 'lessons ' documented in CAMMS. These fell broadly into two categories:

- **Issue management** – allowing time to resolve issues and maintaining a single issues register, and
- **Resourcing** – allowing sufficient project management resource, dedicating internal resources to the project and broadening involvement in capturing requirements.

For completion of the project, additional funds were requested in order to ensure appropriate change management and training of users occurred (original funding having been deliberately diverted to complete the technical implementation). One-on-one training and Quick Reference Guides were provided together with internal post-go-live support. Demand for training was not as strong as anticipated as further phases of the roll-out were put on hold and responsibilities for it within Council were changed.

Key recommendations

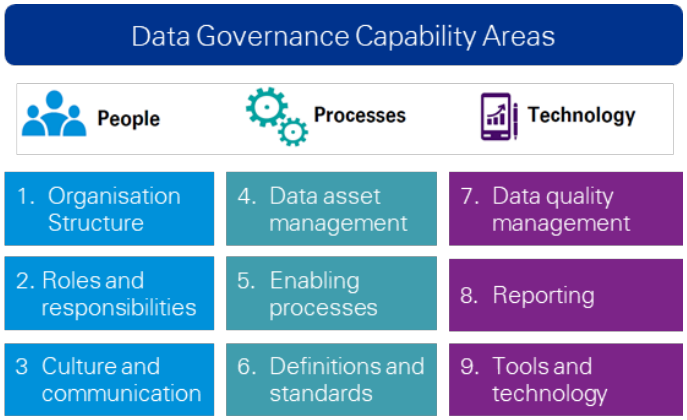
We have made recommendations in the following areas:

- Consideration of change management, roll out and benefits realisation post project (PIO 1)
- Risk and issue management throughout a project to be more formally tracked and logged centrally (PIO 2).

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Data Governance Maturity

In assessing the CoM's maturity in the area of data governance we used the following framework:



Through review of documentation produced during the Metrics that Matter pilot project in relation to a data governance framework and discussions with project members involved in its development, we have made a high level assessment of the CoM, as a whole, against the nine capability areas above using five maturity levels.

Whilst the CoM has taken some initial steps towards implementing data governance mechanisms within the organisation such as appointing data owners, they are not fully formally implemented. Some good practices have been noted but these appear ad hoc and isolated. As the CoM increases its use of data for reporting and performance measurement, so improvements in data governance practices will be necessary if confidence in the completeness and accuracy of that reporting is to be maintained.

Key recommendations

- Full implementation of the data governance framework in parallel with expansion of the Metrics that Matter Power BI infrastructure (Finding 1)

The following summarises our high level assessment of the CoM's data governance maturity and the key characteristics of the proposed future state.

Current State	Proposed Future State
PEOPLE	
No formalised organisation, roles or responsibilities. Limited awareness and no Executive sponsorship. Some data-driven decision making but heavy manipulation required. 1.5	Executive level presence & support, formal organisation structure. Single point of responsibility for data and formalised training to fill identified gaps. Data analytics drives decisions. 3.5
PROCESSES	
Some data owners are identified but little documentation of operating processes and standards. Limited investment in data management with no budget allocated. 1.0	Standardised and documented processes across the organisation. Mostly manual processes with an annual budget for system data management. Central data catalogue with standardised taxonomy. 3.0
TECHNOLOGY	
No reliable processes in place for maintaining data quality. Individual responsibility for data quality but no system capabilities. No monitoring or reporting of data quality. No alerting tools in place. 1.0	Single point for communicating data quality management practices. Documented measures of data quality. Mix of automated and manual reporting of data quality. Data management procedures are formalised. 3.0

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Finding 1 – Full implementation of the data governance framework

Low

Observation(s)

In conjunction with the Metrics that Matter pilot project, the CoM has developed a data governance framework to assist in the management and governance of the data being utilised for KPI reporting. ('Data Governance and Management Framework', July 2018, Version 1).

This framework defines the key roles in data management and details their responsibilities across the data lifecycle (from creation/acquisition through to disposal/deletion). The defined roles are:

- Data Owner – Authority over and accountability for the data (value, classification, security, subject matter expert (SME))
- Data Business Champion (Business) – defines and enforces data compliance (collection, maintenance, quality, integrity, review)
- ICT Contact – implements the compliance piece (storage, security, backup, archiving and disposal), and
- Data User – anyone who has authorised access to CoM systems or data.

Initial steps have been taken towards applying the framework through appointment of Data Owners, but it is yet to be fully implemented including assigning all relevant roles, formally assessing data sensitivity and access requirements, and embedding the framework's requirements in relevant polices across the organisation.

Risk(s)

With the greater use of KPIs from the Metrics that Matter platform so reliance on the source data increases. Without formal governance and quality processes over that data, confidence in the reporting will be lessened and decisions may be made on erroneous information.

Recommendation(s)

It is recommended that the CoM ensures that as the use of Power BI for KPI reporting increases, so the complete implementation of the Data Governance and Management Framework should be undertaken in parallel. This should include:

- Ensuring it is up to date and formally approved
- Key roles are formally assigned, and
- The necessary policies and procedures are developed and operationalised in order to embed the framework across the organisation.

This will be fundamental to helping build and maintain confidence in the data and the resultant reporting.

Agreed Management Action(s):

Aligned to the Internal Audit finding 9 in the ITT Governance Review, CoM is working with its partner councils PAE and CCS on developing a joint framework across the three, following the recruitment of a joint Chief Data Officer. Following this, the associated policies and procedures will be finalised.

Responsibility: Cross Council CDO

Target date: 30 June 2021

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PIO 1 – Consideration of change management, roll out and benefits realisation

PIO

Observation(s)

It was noted by staff interviewed that the final implementation and roll out of the developed solution, together with appropriate training of users, was less well planned than the rest of the project and felt somewhat ad hoc in nature.

It is recognised that the nature of a pilot project such as this will result in changes in priorities during the project. In this case, there were late changes to the budget allocation in order to ensure its substantive completion. There has also been changes in responsibility for the infrastructure subsequent to completion of the project that appears to have impacted its ongoing use/support.

There is no formal process in place for monitoring and measuring the benefits being obtained from the project.

We note that the recently agreed "*Cross Council ICT Project Delivery – Solution Delivery Framework*" (Version 1.0 May 2020), provides a structure for the delivery of ICT related projects across the three councils from pre-project activity (strategy, approach & feasibility) through conduct of the project to a post-project evaluation phase that has the objective to: "Assess the level of value and adoption with the business once deliverables have settled in, and assess benefits realised."

Risk(s)

Inadequate consideration of benefits realisation, change management and training of users can have a serious and detrimental impact on the ultimate successful implementation of a solution.

Recommendation(s)

Future projects should ensure that change management and training issues are fully considered as early as possible in the project so that successful implementation of a solution can be better ensured.

A formal process of benefits realisation delivery and tracking will help ensure that lessons are learnt from the rollout process and that meeting the original justification and objectives of the project can be appropriately assessed.

The CoM should ensure that these requirements are part of the new Solution Delivery Framework.

Agreed Management Action(s):

Agree – this will be incorporated into process.

Responsibility: Manager, ITT

Target date: 31 December 2020

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PIO 2 – Improved issues and risk management within projects

PIO

Observation(s)

The CAMMS Project Master Report for the Metrics that Matter pilot project ('the project') listed only one risk which had three causes and provided no treatment or indication of how the risk was to be managed. There was no indication in the Steering Group minutes of the regular consideration of risks to achievement of the project objectives.

It is noted that because the project delivery used an 'agile' project management approach, risk management was handled in the daily 'scrum meeting'[1] and was documented within MS Teams. This approach was deliberate and approved by the Steering Group and helps mitigate the lack of formal consideration of risks at the Steering Group level.

The lessons learnt from the project indicate there wasn't a single issues/actions log and that insufficient time was allocated during the agile sprints to address them. It was noted that the Steering Group minutes contained detailed actions with separate lists of completed and outstanding actions.

Risk(s)

Inadequate identification and management of project risks can lead to unforseen circumstances impacting the delivery of the project.

Recommendation(s)

Future projects should ensure full identification, documentation and management of risks to the project. These should be monitored and reported to the Steering Group on a regular basis such that potential problems are identified and managed early.

Typically risks, as they arise, flow into 'issues' where active management and action tracking ensures their resolution in a timely manner.

The CoM should ensure that these requirements are part of the new Solution Delivery Framework.

Agreed Management Action(s):

Agree – this action will be included within the Risk Management 3 Year Strategic Plan (currently under development) and work in partnership with the ITT Manager and the new Change Manager to embed better risk management practices with the CoM Project Management Framework.

[1] *Daily stand-up meeting to quickly review progress and tasks for the day.*

Responsibility: Unit Manager, Risk

Target date: 31 December 2020

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Proposed KPIs & Framework

Overview

A major part of this Internal Audit project was to present to the CoM potential KPI reporting structures that could be used by Management in developing a framework for the CoM's KPI reporting going forward. In addition to a better practice framework, we have proposed for Management's consideration, a significant set of individual KPIs and metrics aligned to the CoM's corporate reporting needs and strategic plan.

Framework

Based on work KPMG has undertaken with a number of other organisations in the public and private sectors we presented to Management our view of better practices in structuring a KPI reporting framework and how it might be aligned to the CoM's needs. This included:

- the "10:20:100" framework which is based on the principle of consolidating many KPIs from lower in an organisation up to a much reduced and focussed set at the Executive and Board levels, and
- the key design principles for a KPI reporting framework with our preliminary view on where the CoM should stand in relation to these principles.

Proposed KPIs

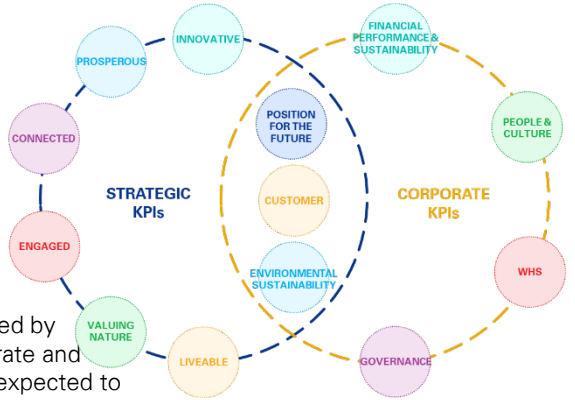
We provided some perspectives on what future KPIs for the CoM might include through a set of proposed KPIs and metrics sourced from public and confidential sources, and aligned to the Council's strategic goals.

- The Corporate KPIs were structured according to better practice examples that align with local government and comparable organisations.
- The Strategic KPIs were aligned to the six themes of the CoM's Strategic Plan.

Proposed KPIs (continued)

This diagram illustrates the structure of the two sets of KPIs presented to Management and the main areas of overlap:

- Position for the Future
- Customer, and
- Environmental Sustainability.



We note the CEO KPIs currently utilised by the CoM are a mix of strategic, corporate and operational metrics and that they are expected to continue in the near future having been approved for 2020/21.

Workshops

The better practice frameworks and proposed KPIs were presented to and discussed with Management over two one hour 'virtual' workshops.

- Workshop 1 – presented and discussed the better practice frameworks and characteristics of KPI reporting structures, discussed an initial limited selection of corporate KPIs.
- Workshop 2 – high level review of the frameworks and detailed discussion of potential corporate KPIs within the proposed seven area structure.

The validated set of Corporate KPIs and all the proposed Strategic KPIs have been provided to Management as a separate Appendix to this report.

Road-map

Finally we have provided a high-level road-map for the CoM's next steps which outlines the key aspects of the process that the CoM should consider. This road-map explicitly includes the recommendations from PIO-3 for the full implementation of the CoM's data governance framework in parallel with the roll out of the KPI reporting framework.

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Corporate KPIs

'Corporate' KPIs is how we have referred to the range of KPIs that could be used to measure the CoM's health and performance as an organisation across these seven areas:

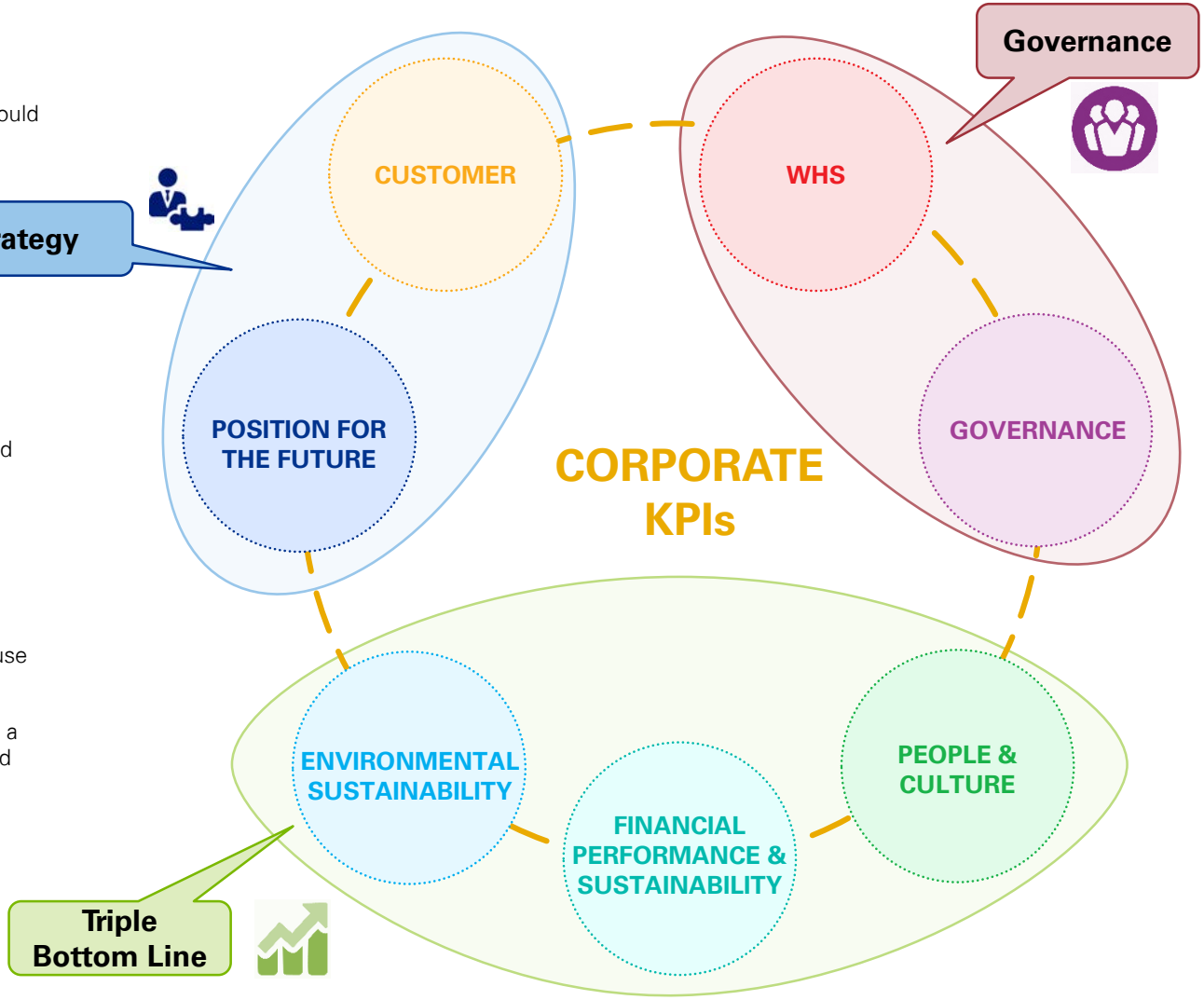
- Financial Performance & Sustainability
- People & Culture
- Environmental Sustainability
- Workforce Health & Safety (WHS)
- Governance
- Customer, and
- Position for the Future.

These areas have been formulated from better practice examples and are indicative of a structure that could be considered for the CoM.

The groupings of Governance, Strategy and Triple Bottom Line were suggested by Management in their workshop feedback.

In line with the 10-20-100 framework, not all of the proposed KPIs would be applicable to the Elected Members or the Executive team. Some may be better utilised at operational level or consolidated for use at the top levels of the organisation.

The KPIs detailed in the separate Appendix have been selected from a range of public and private sector examples and better practices used by KPMG with its clients. KPMG practitioners across Australia and KPMG Source, KPMG's global repository of better practices and methodologies, were utilised in identifying potential KPIs. Feedback during and after the workshops with Management informed the prioritisation of the KPIs presented.



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Strategic KPIs

We have provided in the separate Appendix a list of potential KPIs and metrics that could be used by the CoM to aid in measuring Council's progress towards meeting its strategic objectives.

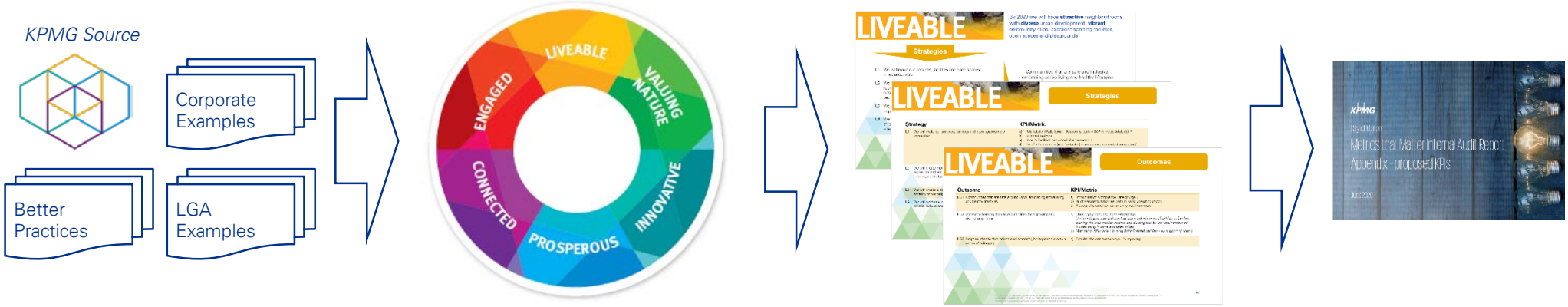
We structured these under each of the six themes of Council's strategy, aligning them to specific strategies and outcomes where ever possible. At the end of each theme we included any additional metrics and KPIs we identified that don't align directly to the strategies and outcomes but are generally related to the theme and therefore should be considered by the CoM.

Utilising the KPMG network we sourced examples of KPIs used by leading organisations and by KPMG practitioners when working with clients in designing better practice KPI frameworks. Example KPIs were sourced from a wide range of local government and private sector organisations as well as internal KPMG repositories.

Whilst some of these KPIs matched directly to the CoM's strategies, many had to be reworded or their focus modified in order to align more precisely with the CoM's Strategic Plan.

Note – restricted time in our workshops did not permit Management to provide their preferences on the Strategic KPIs and we have therefore listed all those put forward for consideration.

Information Sources → **Align with the CoM's Strategies and Strategic Outcomes** → **Workshop Pack** → **Appendix**



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Road map for next steps

The CoM is at the beginning of a journey to develop a structured and cohesive framework for reporting on its corporate and strategic objectives at operational, Executive and Elected Member levels. This report and its separate Appendix provides examples and recommendations for such a framework and for the specific KPIs that might form part of the CoM's future performance reporting. The high-level road-map below provides an indication of the next steps the CoM should consider in developing its KPI reporting framework.

Recommendation

Management should consider these steps and develop a plan for initiating the process and progressing towards having a Council wide approach to reporting that aligns to better practices and provides relevant timely information for the Executive and Elected Members. As indicated below, this should include completing the implementation of the CoM's data governance framework to support the greater use of data within the Council.



- Establish framework
- Consider Elected Members needs
- Align to external reporting needs
- Select KPIs for now and future
- Review KPI selection against best practice framework
- Assign KPI owners

- Define the data requirements
- Validate availability and consistency
- Assess efficiency of data collection
- Design data capture tools reports
- Develop plans for data collection
- Identify data integrity issues
- Confirm data owners
- Commence further implementation of data governance framework

- Determine mechanisms and responsibility
- Consider frequency of reporting
- Define reporting templates, dashboards & reports
- Complete data governance framework implementation
- Prepare organisation for change
- Develop "go-live" timetable
- Agree targets for all measures

- Provide staff training and education
- Provide further feedback on the report content
- Consider how greater visibility could be provided to staff on reports developed across the organisation

- Monitor achievement of targets
- Develop performance review communications process
- Conduct regular review of overall performance measurement program
- Reassess KPIs chosen against business requirements and risks
- Reconfirm link with business strategy annually

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City of Marion Management Response and Action Plan

The road map for next steps will be used as a guide for establishing the CoM KPI's. A further workshop has been organised with ELT for late July 2020 to reach agreement. The due date for completion of this recommendations has been set for June 2021, as there are items within the roadmap that relate to other recommendations (i.e. Complete data governance framework implementation). Additionally, a review of the effectiveness of the KPI's and the data accuracy will occur prior to the 2021/22 financial year.

Responsibility: Manager Corporate Governance Date: 30 June 2021

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Appendices

Appendix 1 – Staff Consultation

ATTACHMENT 3

The tables below summarises the CoM personnel who were involved in discussions and contributed to the findings and actions detailed in this Internal Audit Report.

Name	Title
Executive	
Adrian Skull	Chief Executive
Ilia Houridis	General Manager City Development
Tony Lines	General Manager City Services
Sorana Dinmore	General Manager Corporate Services
Corporate Governance	
Kate McKenzie	Manager Corporate Governance
Customer Experience	
Karen Cocks	Manager Customer Experience
Luke Manuel	Team Leader Community Safety
Performance & Innovation	
Cass Gannon	Performance and Innovation Leader
Karen Brewster	Business Analyst



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Appendix 2 – Classification of Findings

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

Rating	Definition	Examples of business impact	Action(s) required
Extreme/Critical	Issue represents a control weakness, which could cause or is causing severe disruption of the process or severe adverse effect on the ability to achieve process objectives.	• Detrimental impact on operations or functions. • Sustained, serious loss in reputation. • Going concern of the business becomes an issue. • Decrease in the public's confidence in the Council. • Serious decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with litigation or prosecution and/or penalty. • Life threatening.	• Requires immediate notification to the Council Finance and Audit Committee via the Presiding Member • Requires immediate notification to the CoM's Chief Executive Officer. • Requires immediate action planning/remediation actions
High	Issue represents a control weakness, which could have or is having major adverse effect on the ability to achieve process objectives.	• Major impact on operations or functions. • Serious diminution in reputation. • Probable decrease in the public's confidence in the Council. • Major decline in service/product delivery, value and/or quality recognised by stakeholders • Contractual non-compliance or breach of legislation or regulation with probable litigation or prosecution and/or penalty. • Extensive injuries.	• Requires immediate CoM's General Manager notification. • Requires prompt management action planning/remediation actions (i.e. 30 days)

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Appendix 2 – Classification of Findings

Rating	Definition	Examples of business impact	Action(s) required
Moderate	Issue represents a control weakness, which could have or is having a moderate adverse effect on the ability to achieve process objectives	• Moderate impact on operations or functions. • Reputation will be affected in the short-term. • Possible decrease in the public's confidence in the Council. • Moderate decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with threat of litigation or prosecution and/or penalty. • Medical treatment required.	• Requires CoM's General Manager and/or Senior Manager attention. • Requires short-term management action.
Low	Issue represents a minor control weakness, with minimal but reportable impact on the ability to achieve process objectives.	• Minor impact on internal business only. • Minor potential impact on reputation. • Should not decrease the public's confidence in the Council. • Minimal decline in service/product delivery, value and/or quality recognised by stakeholders. • Contractual non-compliance or breach of legislation or regulation with unlikely litigation or prosecution and/or penalty. • First aid treatment.	• Timeframe for action is subject to competing priorities and cost/benefit (i.e. 90 days).

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Disclaimers

ATTACHMENT 3

Inherent Limitations

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

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

Third Party Reliance

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

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Draft Asset Management Plans for comment

Originating Officer	Unit Manager Asset Solutions - Brendon Lyons
Corporate Manager	Manager Engineering, Assets and Environment - Mathew Allen
General Manager	General Manager City Services - Tony Lines
Report Reference	SFAC200710R03

REPORT OBJECTIVE

The purpose of this report is to provide the Finance and Audit Committee with an update and seek feedback on the:

- Draft Transport Asset Management Plan
- Draft Stormwater Asset Management Plan
- Draft Water Treatment and Resources Asset Management Plan
- Draft Buildings and Structures Asset Management Plan
- Draft Open Space Asset Management Plan
- Draft Coastal Walkway Asset Management Plan
- Draft Artwork, Culture and Heritage Asset Management Plan

RECOMMENDATION

That the Finance and Audit Committee:

1. **Provides feedback on the draft Asset Management Plans.**

DISCUSSION

The City of Marion (CoM) owns and manages a large and diverse asset portfolio, valued at over $1 billion. Our assets enable the provision of services to the community and businesses for current and future generations. Assets play a vital role in the local economy and on our residents' quality of life.

Council's assets range from roads and footpaths, to buildings, playgrounds, barbecues, shelters, vehicles, machinery and stormwater drains. In addition, we receive a number of "gifted" assets from State Government and developers which attract ongoing operational and maintenance costs over their life.

The South Australian Local Government Act 1999 and its regulations require each council to have Asset Management Plans covering the management of infrastructure and other major assets of the Council for a period of at least ten years. In addition to the legislative requirement, our role is to ensure our assets meet the needs of the community now and into the future.

The City of Marion's vision for Asset Management is - "To maintain the City of Marion's assets to agreed levels of service which maximise community value throughout an asset's life". It is this vision that is driving Asset Management improvement at the City of Marion.

Over the past 12 months, the Asset Solutions Team has been partnering with Asset Owners to develop AMPs for the following asset classes:

- Transport Assets (Attachment 1)
- Stormwater Assets (Attachment 2)
- Water Treatment and Resource Assets (Attachment 3)
- Buildings and Structures Assets (Attachment 4)

- Open Space Assets (Attachment 5)
- Coastal Walking Trail (Attachment 6)
- Artwork, Culture and Heritage Assets (Attachment 7)
- Fleet, Plant and Equipment Assets (reviewed at FAC200519)

The first of these Asset Management Plans, the draft City of Marion Fleet Plant and Equipment Asset Management Plan 2020 was brought to the Finance and Audit Committee for comment on 19 May 2020. We are pleased to present to the Finance and Audit Committee the remaining seven Asset Management Plans for comment. These Asset Management Plans have been developed in partnership with the relevant asset owners and subject matter experts responsible for managing the assets.

Following review by the Finance and Audit Committee, the Asset Management Plans are being progressively taken to General Council for endorsement for community engagement. Any feedback received during the engagement piece will be considered and incorporated into the respective Asset Management Plan before being brought back to Council for final endorsement in October and November 2020.

Attachment

#	Attachment	Type
1	Attachment 1 Draft Transport Asset Management Plan	PDF File
2	Attachment 2 Draft Stormwater Asset Management Plan	PDF File
3	Attachment 3 Draft Water Treatment and Resources Asset Management Plan	PDF File
4	Attachment 4 Draft Buildings and Structures Asset Management Plan	PDF File
5	Attachment 5 Draft Open Space Asset Management Plan	PDF File
6	Attachment 6 Draft Coastal Walkway Asset Management Plan	PDF File
7	Attachment 7 Draft Artworks Culture and Heritage Asset Management Plan	PDF File

ATTACHMENT 1

DRAFT Transport Asset Management Plan 2020 - 2030

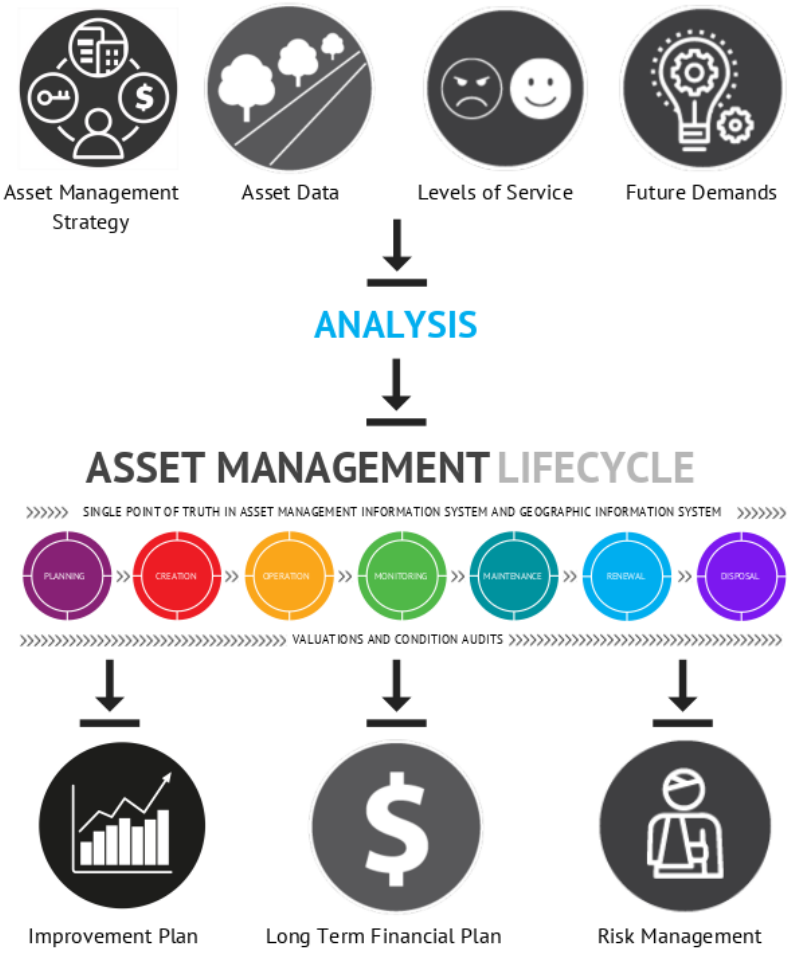


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REFERENCES

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
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1 - INTRODUCTION

What is this plan about?

To enable safe and efficient travel within and through the Council area, The City of Marion provides a transport network in partnership with Department of Planning, Transport and Infrastructure.

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our assets.
This plan defines the transport assets that help deliver the services we provide, how they are provided, and the funding required over 10 years.

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation/purchase, renewal and disposal).

What will we do?

A significant part of our annual spend is devoted to the repair, maintenance and upgrade of the public assets which deliver our safe and sustainable services.
We will continue to optimise our spending through better asset management to deliver current service levels in the most affordable and efficient way.
We will maximise community benefits against costs. We will review and develop options, costs and priorities for future services. We will engage with our community to plan future services to match their service needs with the ability to pay for services.

This plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019) which focus on asset maintenance and like-for-like-renewals. Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts. In addition, Council recognises the rapid change in technology and innovation and this will continue to be assessed through ongoing reviews of this plan.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently.
Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding

2 - EXECUTIVE SUMMARY

TRANSPORT ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Roads	Bridges
Kerb and Water Table	Street Furniture
Footpaths	Bus Stops
Traffic Control Devices	Street Lighting
Kerb Ramps	Retaining Walls

Gross replacement cost $627.23M
Uncertain asset data

What it will cost over the 10-year planning period



Planning	$0.00M
Creation	$17.38M
Operation	$9.20M
Monitoring	$0.83M
Maintenance	$21.40M
Renewal	$82.36M
Disposal	$0.00M
Total	$131.16M

Levels of Service



- Safe and quality transport assets
- Sufficient transport assets that meet functionality and capacity demands
- Sustainable infrastructure that meets high quality standards and is environmentally friendly

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management



- Budget Reduction
- Climate Change
- Asset Failure / Collapse

Funding levels are sufficient to manage risks in the medium term by monitoring the asset condition and defects through cyclic inspection programs

Future Demands managed through ongoing monitoring



- Streetscapes
- Population growth
- Demand for alternative transport modes
- SA 20 year Infrastructure Strategy
- Climate change
- Infrastructure resilience

Improvement Plan



- Condition Audit program for all transport asset classes
- Review and update Asset Management Plan annually when new data is available
- Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability
- Develop community levels of service targets.
- Undertake the action plans for each asset class

3 – WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed Levels of Service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 – WHAT ASSETS WE HAVE

Assets exist to meet community needs through enabling the delivery of services to the service levels adopted by Council. Transport assets include roads for motor vehicles and cyclists, footpaths for pedestrians and small wheeled transport fleet, car parks and streetscapes for aesthetics.

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising whole-of-life costs. Utilisation is a key consideration impacting on council's replacement decision making processes. All transport assets are maintained, renewed and upgraded based on condition, safety and risk. At this stage no asset service hierarchy applies.

Asset Category	Asset Sub-Category	Useful Life
Roads	Seal	25 years
	Pavement	60 years
Bridges		80 years
Footpaths	Footpaths	50 years
	Shared Paths	20 years
	Stairs	80 years
Kerb and Water Table		70 years
Kerb Ramps		70 years
Street Lighting		50 years
Bus Stops		20 years
Street Furniture		15 years
Traffic Control Devices	Roundabouts	70 years
	Crash Barriers	80 years
Retaining Walls		80 years



Data Quality

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

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

Following an extensive data cleanse data confidence is assessed as uncertain (confidence grade C) for the best available data used in the preparation of this Asset Management Plan. Improving data quality has been added to the Improvement Plan.

ROADS

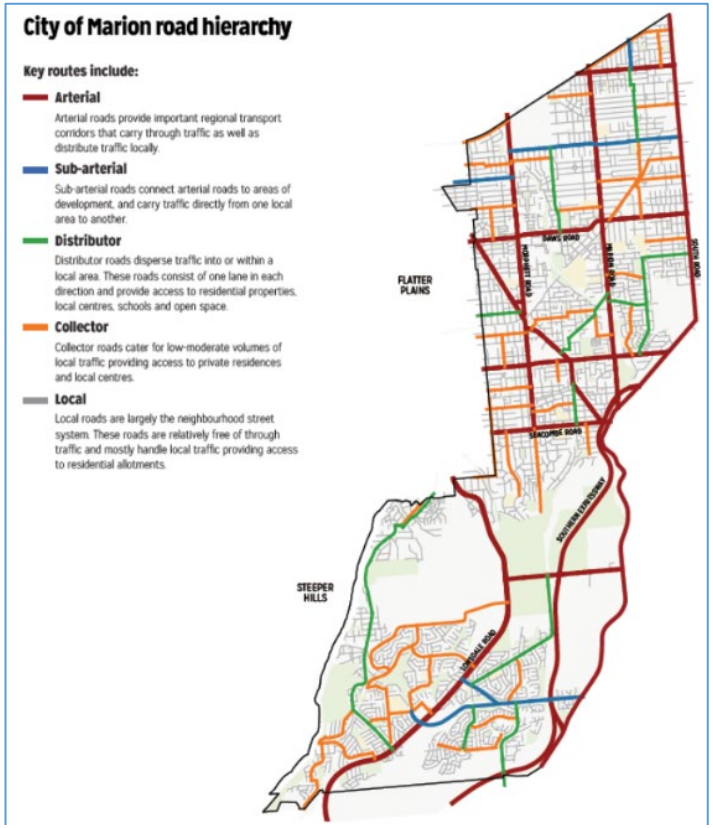
Roads are important for our communities; they support safe and efficient movement of people whether by bicycle or vehicle and the transportation of goods.

Roads provide connections and access to schools, shopping centres, work, home and recreational areas which help economic development within the City of Marion.

493 km of Road

Road Network value
$235 million

Note: The City of Marion cares for and maintains many local roads; however, there are some main roads (Arterial Roads) that are under the care and control of the Department of Planning, Transport and Infrastructure (DPTI)



WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey showed our residents believed that providing and maintaining roads were of a high importance.

"It's a pleasure driving in my area Sheidow Park. The Marion area in general has nice landscaping and good roads." – City of Marion Resident

"Would like to see potholes filled and made smooth. Smooth road travel is important for safety" – City of Marion Resident

71% Satisfied

97% Important

HOW WE HAVE LISTENED
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety/Quality	Provide a safe and quality road network for vehicles and cyclists
Functionality / Capacity	Provide a road network that provides effective access and/or movement as identified within the Road Hierarchy
Sustainability	Plan and construct roads that are environmentally sustainable and minimise waste. Roads to be preserved to extend the assets remaining life at the optimal total cost

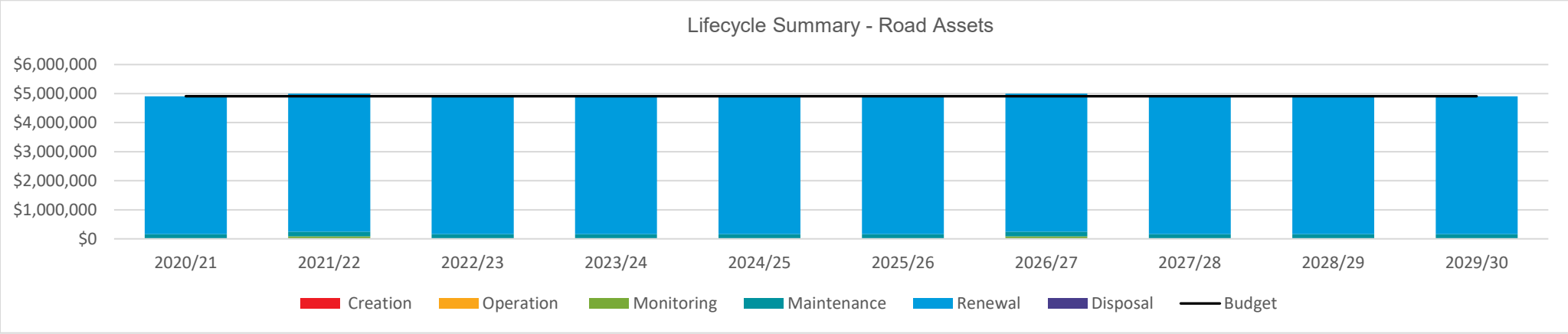
WHAT WE PLAN TO DO
Our 2018 condition data shows that the condition of our road pavements and seals are fair. The City of Marion will continue to adopt a reseal program and a proactive maintenance program to extend useful life of road seal and pavement assets. The current funding is enough to ensure that road maintenance and renewals continue to remain within the desired service levels for Road assets.

The City of Marion has also undertaken a trial into a new road surface product called Reconophalt which consists of recycled plastic bags, toner from printer cartridges and Reclaimed Asphalt Product. 3650 tonnes were laid in 2018/19 which is equivalent to 1,990,000 plastic bag equivalents and 66,000 used printer cartridges. The City of Marion will continue to closely monitor the trial sites with Council's principal road contractor to track performance. Also, City of Marion uses reclaimed asphalt product (RAP) at 30% in all new asphalt road reseals.

ROAD LIFECYCLE ACTIVITIES
Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way.

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Defect and Condition Auditing	Quality
Maintenance	• Reactive Maintenance (Potholes) • Proactive Maintenance (Crack Sealing and Road Rejuvenation)	Safety / Quality
Renewal	• Resealing Program	Quality / Sustainability

Note: The Road Reseal program includes the resealing of all Streetscape roads, one year after the streetscape has finished.



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2021/22	$0	$0	$90,000	$160,000	$4,750,000	$0	**$5,000,000**
2022/23	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2023/24	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2024/25	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2025/26	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2026/27	$0	$0	$90,000	$160,000	$4,750,000	$0	**$5,000,000**
2027/28	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2028/29	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
2029/30	$0	$0	$0	$160,000	$4,750,000	$0	**$4,910,000**
TOTAL	**$0**	**$0**	**$180,000**	**$1,600,000**	**$47,500,000**	**$0**	**$49,280,000**

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

UP AND COMING MAJOR STREETSCAPE UPGRADE PROJECTS

- Birch Crescent, Mitchell Park – Streetscape Project
- Alawoona Avenue, Mitchell Park – Streetscape Project
- Quick Road, Mitchell Park – Streetscape Project
- The Cove Road, Hallett Cove – Streetscape Project

NEXT STEPS

- Undertake condition audit in 2021/22 (in conjunction with Kerb and Watertable condition audit)
- Review Reconophalt trials and RAP content and performance annually – continue to explore other innovative sustainable road products and technologies
- Update this asset class analysis annually as new data becomes available

KERB AND WATERTABLE

The Kerb and Watertable provides stormwater protection to properties by keeping stormwater within the road corridor and allows stormwater to freely drain along the street toward a stormwater catchment system.

Kerb and Watertable also provides a vehicle edge control and provides an edge restraint for pavements. Kerb and Watertable on arterial roads are the responsibility of Council.



908 km of Kerb and Water Table

Kerb Network value $157 million

Note: Stormwater Pits and Pipes are not included in this Asset Management Plan. Please refer to the Stormwater Asset Management Plan.

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey showed our residents believed that providing and maintaining footpaths and kerb ramps were of a high importance.

"The state of footpaths and kerbs here just remain broken and never seem to get fixed." – City of Marion Resident

71% Satisfied

98% Important

HOW WE HAVE LISTENED

Understanding what is important to our community, we have developed the Communities Levels of Service:

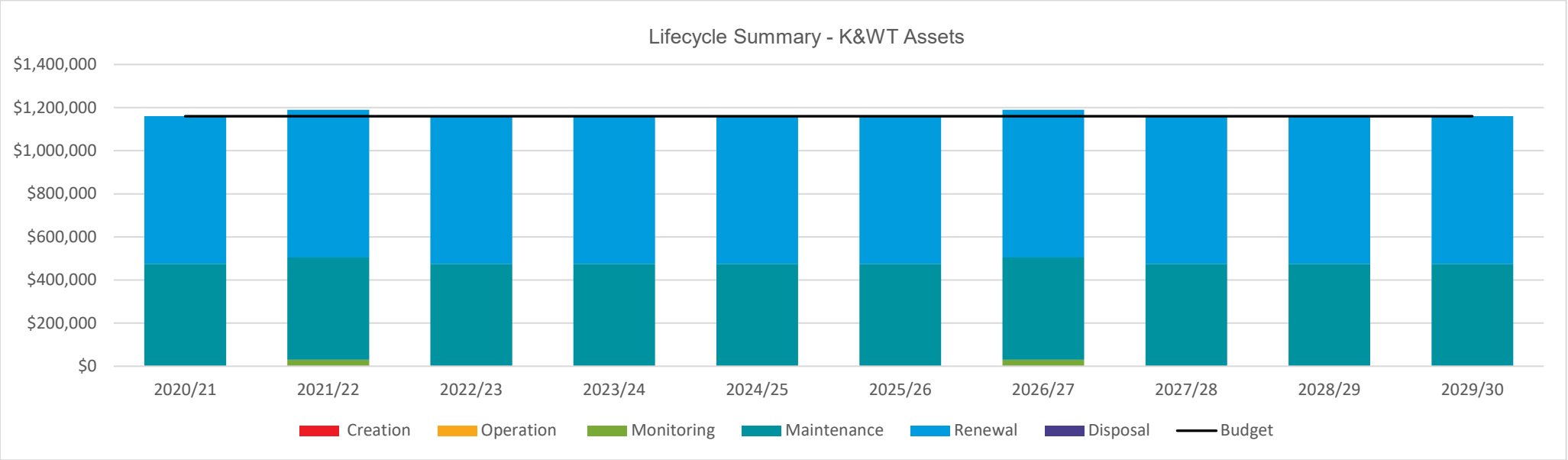
Safety / Quality	Provide Kerb and Watertable that allows safe and efficient passage of stormwater
Capacity / Functionality	Provide Kerb and Watertable that meets Australian Standards and Best Practise and caters for stormwater demand
Sustainability	Construct Kerb and Watertable with recycled base aggregate to minimise waste

WHAT WE PLAN TO DO
Typically the failure of Kerb **and** Watertable is difficult to predict (as asset failure occurs from tree roots, private works damage and/or service connections) and mainly relies on a reactive response. We currently undertake a proactive renewal program the year prior for roads that are identified in the road reseal program to ensure Kerb and Watertable are in good condition before the road is renewed.

Full renewals of Kerb and Watertable are currently identified for Streetscape projects.

KERB AND WATERTABLE LIFECYCLE ACTIVITIES
Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Condition Auditing	Quality / Functionality
Maintenance	• Reactive Maintenance (Small section Kerb Replacement)	Safety / Quality
Renewal	• Large section Kerb and Watertable Renewal Program (with the Road Reseal Program) • Full Kerb and Watertable Renewal (Streetscapes Program)	Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2021/22	$0	$0	$30,000	$475,000	$685,000	$0	**$1,190,000**
2022/23	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2023/24	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2024/25	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2025/26	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2026/27	$0	$0	$30,000	$475,000	$685,000	$0	**$1,190,000**
2027/28	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2028/29	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
2029/30	$0	$0	$0	$475,000	$685,000	$0	**$1,160,000**
TOTAL	**$0**	**$0**	**$60,000**	**$4,750,000**	**$6,850,000**	**$0**	**$11,660,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

UP AND COMING KERB AND WATERTABLE PROJECTS

- Sturt Road, Sturt – Streetscape Project
- Birch Crescent, Mitchell Park – Streetscape Project
- Diagonal Road, Oaklands Park – Streetscape Project
- Morphett Road, Warradale – Streetscape Project
- Alawoona Avenue, Mitchell Park – Streetscape Project
- Quick Road, Mitchell Park – Streetscape Project
- The Cove Road, Hallett Cove – Streetscape Project

NEXT STEPS

- Undertake condition audit in 2021/22 (In conjunction with Roads)
- Develop forward works programs for Maintenance, Renewal, Upgrade and New Kerb and Watertable
- Explore environmentally sustainable materials, products and technologies with Kerb and Watertable annually
- Update this asset class analysis annually as new data becomes available

FOOTPATHS

Footpaths, Shared Paths and Stairs are all assets that provide connections for our community and promote a healthy lifestyle.

832 km of footpaths

32 km of Shared Paths

12 sets of stairs

Footpath Network value $131 million



WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey showed our residents believed that providing and maintaining footpaths and kerb ramps were of a high importance.

71% Satisfied

98% Important

"I would like to see more attendance to the upkeep of footpaths so as residents can't trip on the uneven joins in the concrete paths." – City of Marion Resident

"Extremely impressed with speed in which my concern regarding unsafe pavement was reconciled. I rang in the morning, I received phone call response late afternoon same day! " – City of Marion Resident

HOW WE HAVE LISTENED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety/Quality	Provide a safe and quality footpath network for pedestrians and cyclists
Capacity	Provide a footpath network that meets the requirements for pedestrians and cyclists (including meeting Disability Discrimination Act (DDA) and Australian Standards requirements)
Functionality	Provide at least 1 footpath per street (subject to local community consultation)
Sustainability	Construct footpaths with recycled base aggregate to minimise waste

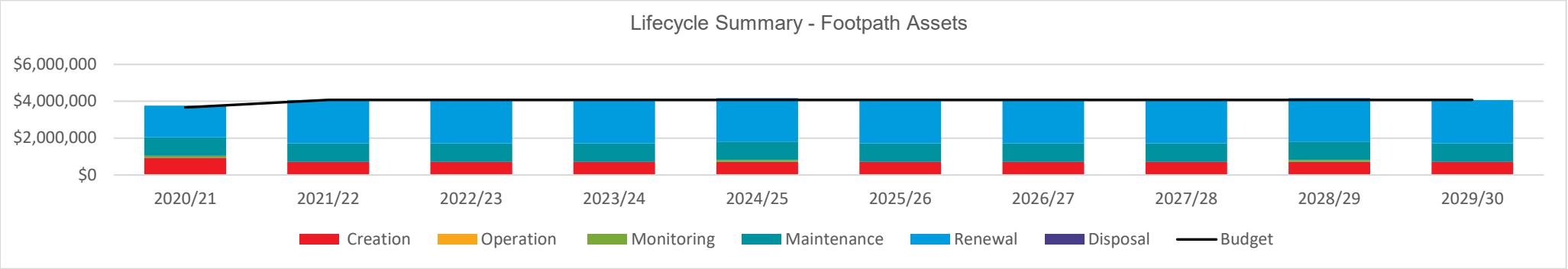
WHAT WE PLAN TO DO
Our data shows that the condition of our footpaths is fair. The City of Marion currently undertakes a number of programs that focus on maintenance and renewal such as the large area/ slab renewal program, shared path program, New/Upgrade program and a Streetscape upgrade program.

In response to the 2019 community survey The City of Marion commenced a campaign 'Footpath Blitz' which called on the community to identify any defects and broken footpaths across the city. The locations would help develop a maintenance program to repair and make safe any risks within the footpath network.

A detailed condition and defect audit will be undertaken in 20/21 to review future forward works programs.

FOOTPATH LIFECYCLE ACTIVITIES
Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	• New Footpath Program • Footpath Upgrade Program • New Shared Path Program • Streetscape Program	Functionality / Capacity / Sustainability
Monitoring	• Defect and Condition Auditing	Quality / Functionality
Maintenance	• Reactive Maintenance (Concrete Footpath repair and grinding, lift and relay pavers, Pothole repairs etc.)	Safety / Quality
Renewal	• Large Area/Slab Renewal Program	Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$940,000	$0	$100,000	$1,005,000	$1,720,000	$0	**$3,765,000**
2021/22	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2022/23	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2023/24	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2024/25	$710,000	$0	$100,000	$1,005,000	$2,360,000	$0	**$4,175,000**
2025/26	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2026/27	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2027/28	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
2028/29	$710,000	$0	$100,000	$1,005,000	$2,360,000	$0	**$4,175,000**
2029/30	$710,000	$0	$0	$1,005,000	$2,360,000	$0	**$4,075,000**
TOTAL	**$7,330,000**	**$0**	**$300,000**	**$10,050,000**	**$22,960,000**	**$0**	**$40,640,000**

Note: 40% of the Streetscape budget is allocated to Footpaths.

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

UP AND COMING FOOTPATH PROJECTS

- Birch Crescent, Mitchell Park – Streetscape Project
- Diagonal Road, Oaklands Park – Streetscape Project
- Morphett Road, Warradale – Streetscape Project
- Quick Road, Mitchell Park – Streetscape Project
- The Cove Road, Hallett Cove – Streetscape Project
- Alawoona Avenue, Mitchell Park – Streetscape Project

NEXT STEPS

- Undertake condition and defect audit on the footpath network in 2020/21
- Develop forward works programs for Maintenance, Renewal, Upgrade and New footpaths
- Develop a footpath hierarchy model to help priorities forward works programs
- Undertake a footpath network gap analysis for missing links within the footpath network
- Update this asset class analysis annually as new data becomes available

TRAFFIC CONTROL DEVICES

Traffic Control Devices exist to assist with functionality of the road network, control traffic movements and keep road users safe.

Typical Traffic Control Devices include Roundabouts, Driveway Links, Median Islands, Crash Barriers, Pedestrian Crossings, Road Humps, Signs, Safety Bar Layouts and Line Marking.

1797 Traffic Control Devices

Traffic Control Device value $15 million







WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey didn't include any questions related to the importance or satisfaction of Traffic Control Devices or how we service them within the City of Marion

WHAT WE HAVE ASSUMED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and quality traffic control devices that meet Australian Standards
Capacity / Functionality	Provide effective traffic control treatments where required in line with the road hierarchy
Sustainability	Use environmentally sustainable materials and products that are effective for the application

WHAT WE PLAN TO DO

Councils installs a number of traffic control devices each year to meet the growing number of community requests and traffic investigations recommendations. The demand for traffic control devices are assessed on a range of criteria and priorities and balanced against available funds and substantiated risks.

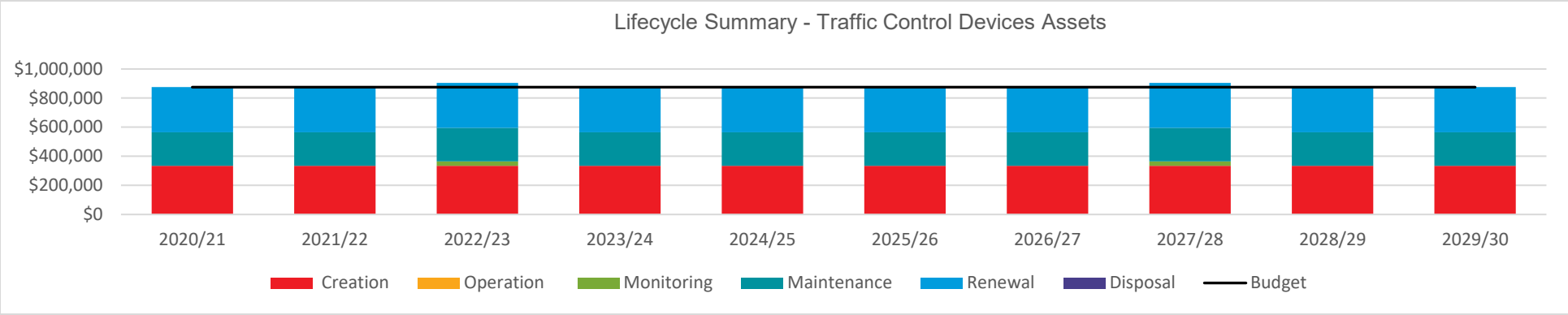
Line marking maintenance operates on a 2 year cyclic program to ensure lines and safety bar layouts are visible and provides a safe road environment.

The City of Marion undertake a traffic data survey program which is an ongoing program that monitors the road network in relation to traffic volumes, speeds and commercial activity to ensure the road network is functioning as designed.

TRAFFIC CONTROL DEVICE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	• Traffic Control Device Upgrade Program • New Traffic Control Device Program	Functionality / Capacity / Safety / Quality / Sustainability
Monitoring	• Traffic Data Surveys • Defect and Condition Auditing	Quality / Functionality
Maintenance	• Reactive Maintenance • Planned Line Marking Maintenance • Proactive sign replacement program	Safety / Quality
Renewal	• Traffic Control Device Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2021/22	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2022/23	$335,000	$0	$30,000	$230,000	$310,000	$0	**$905,000**
2023/24	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2024/25	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2025/26	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2026/27	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2027/28	$335,000	$0	$30,000	$230,000	$310,000	$0	**$905,000**
2028/29	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
2029/30	$335,000	$0	$0	$230,000	$310,000	$0	**$875,000**
TOTAL	**$3,350,000**	**$0**	**$60,000**	**$2,300,000**	**$3,100,000**	**$0**	**$8,810,000**

Note: Traffic Surveys are undertaken in-house.

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

NEXT STEPS

- Develop priorities matrix and a plan for Maintenance, Renewal, Upgrade and New
- Undertake a condition audit in 2023/24
- Explore innovative data collection using machine learning
- Update this asset class analysis annually as new data becomes available

KERB RAMPS

Kerb ramps are solid ramp graded down from the top surface of a footpath to the surface of an adjoining street. Kerb Ramps are positioned for safe road crossings points within the footpath network with smooth grades and safe sight lines.





6858 Kerb Ramps



Kerb Network value

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey showed our residents believed that providing and maintaining footpaths and kerb ramps were of a high importance.



71% Satisfied



98% Important

HOW WE HAVE LISTENED

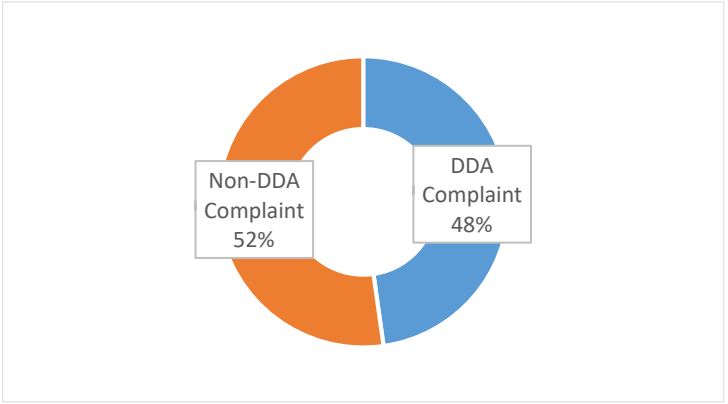
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide kerb ramps that allows safe passage for pedestrians, cyclists, mobility scooters and Wheelchairs. Provide DDA compliant kerb ramps
Capacity / Functionality	Provide Kerb Ramps where required within the footpath and cycling network
Sustainability	Construct kerb ramps with recycled base aggregate to minimise waste

WHAT WE PLAN TO DO

Our data shows that our kerb ramps aren't all complying with DDA requirements with approx. 48% of kerb ramps meeting the current standard. The City of Marion will aim for DDA compliance by 2030.

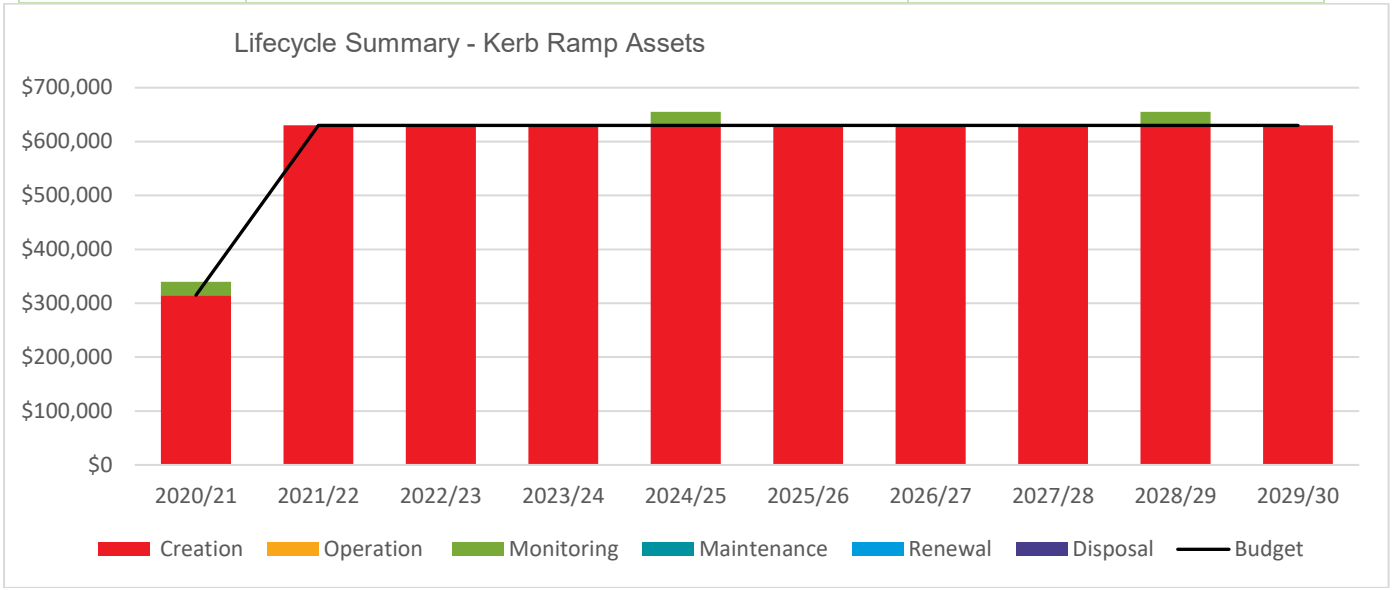
This will increase the current funding from $50k to $630k per year from 2021/22 (the 2020/21 budget will increase to $315k to allow time to create an upgrade program and undertake a network analysis).



KERB RAMP ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	•New Kerb Ramp Program •Kerb Ramp Upgrade Program	Functionality / Capacity / Sustainability
Monitoring	•Condition Auditing / Network Assessment	Quality / Functionality



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$315,000	$0	$25,000	$0	$0	$0	**$340,000**
2021/22	$630,000	$0	$0	$0	$0	$0	**$630,000**
2022/23	$630,000	$0	$0	$0	$0	$0	**$630,000**
2023/24	$630,000	$0	$0	$0	$0	$0	**$630,000**
2024/25	$630,000	$0	$25,000	$0	$0	$0	**$655,000**
2025/26	$630,000	$0	$0	$0	$0	$0	**$630,000**
2026/27	$630,000	$0	$0	$0	$0	$0	**$630,000**
2027/28	$630,000	$0	$0	$0	$0	$0	**$630,000**
2028/29	$630,000	$0	$25,000	$0	$0	$0	**$655,000**
2029/30	$630,000	$0	$0	$0	$0	$0	**$630,000**
TOTAL	**$5,985,000**	**$0**	**$75,000**	**$0**	**$0**	**$0**	**$6,060,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

NEXT STEPS

- Undertake condition audit in 2020/21
- Develop an Upgrade and new kerb ramp program
- Update this asset class analysis annually as new data becomes available

BRIDGES

Bridges play a critical role in connecting communities and important places separated by creeks, rivers, wetlands, roads, train lines and/or other difficult terrain.

The different types of bridges within the City of Marion are road bridges, shared path bridges and minor pedestrian bridges.

42 Bridges / Culverts

Bridge Network value $5.6 million

Note: The Hallett Cove Boardwalk structures are addressed in the Coastal Walkway Asset Management Plan and are not included in this plan.



CRITICAL ASSETS

High consequence of failure causing significant loss or reduction of service

- Cormorant Drive Road Bridge, Hallett Cove
- Finniss Street Road Bridge, Marion
- Maxwell Terrace Road Bridge, Glengowrie

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey didn't include any questions related to the importance or satisfaction of bridges or how we service them within the City of Marion.

WHAT WE HAVE ASSUMED

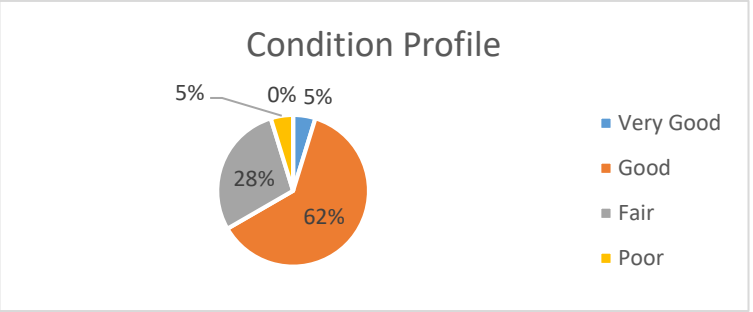
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and quality bridges for vehicles, pedestrians and cyclists
Functionality / Capacity	Provide fit for purpose bridges where the network requires with adequate widths and load capacity
Sustainability	Plan and construct bridges with environmentally sustainable products where appropriate

WHAT WE PLAN TO DO

Our data shows that our bridges are in a good condition, however two pedestrian bridges require renewing in 2029/30.

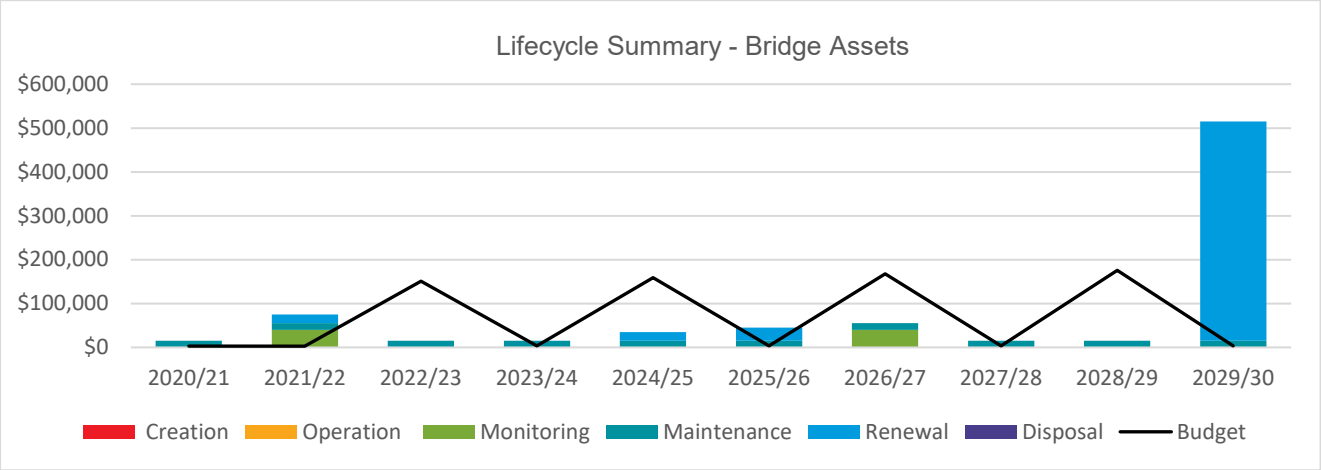
An annual proactive bridge maintenance program will be a new addition to this plan which will focus on treatments to bridges to extended useful life and maintain levels of service.



BRIDGE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Defect and Condition Auditing	Quality
Maintenance	• Reactive Maintenance (Deck Repairing, etc.) • Proactive Maintenance (Deck Oiling, Repainting, etc.)	Safety / Quality
Renewal	• Bridge Renewal Program	Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$15,000	$0	$0	**$15,000**
2021/22	$0	$0	$40,000	$15,000	$20,000	$0	**$75,000**
2022/23	$0	$0	$0	$15,000	$0	$0	**$15,000**
2023/24	$0	$0	$0	$15,000	$0	$0	**$15,000**
2024/25	$0	$0	$0	$15,000	$20,000	$0	**$35,000**
2025/26	$0	$0	$0	$15,000	$30,000	$0	**$45,000**
2026/27	$0	$0	$40,000	$15,000	$0	$0	**$55,000**
2027/28	$0	$0	$0	$15,000	$0	$0	**$15,000**
2028/29	$0	$0	$0	$15,000	$0	$0	**$15,000**
2029/30	$0	$0	$0	$15,000	$500,000	$0	**$515,000**
TOTAL	**$0**	**$0**	**$80,000**	**$150,000**	**$570,000**	**$0**	**$800,000**

FUTURE DEMANDS



Climate Change



Budget Reduction



Asset Collapse / Failure

UP AND COMING BRIDGE PROJECTS

- Mostyn Road Reserve Bridges (Deck Renewal)
- Finniss Street Road Bridge (Handrail Renewal)
- Warriparinga North and South Bridges (Full Renewal)

NEXT STEPS

- Develop a proactive Maintenance Schedule
- Develop a bridge hierarchy
- Undertake bridge utilisation surveys
- Undertake Bridge Condition Audit in 2021/22
- Review asset useful life and compare performance of materials
- Update this asset class analysis annually as new data becomes available

STREET FURNITURE

Street Furniture are assets along the road network that aren't captured within the other assets classes. These are Street Signs, Benches, Pedestrian/Cyclist Fencing and other assets.

Note: Reserves, Coastal Walkway and Council Owned Property signs, benches and other assets are addressed in the Open Space, Coastal Walkway and Property Asset Management Plan respectively and are not included in this plan



14,114 Signs



Street Furniture value $3.4 million







WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey didn't include any questions related to the importance or satisfaction of Street Furniture or how we service them within the City of Marion.

WHAT WE HAVE ASSUMED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide quality and safe street furniture
Capacity / Functionality	Provide street furniture that is fit for purpose and where required
Sustainability	Use environmentally sustainable products or materials where appropriate. Remove unnecessary signs to reduce sign pollution.

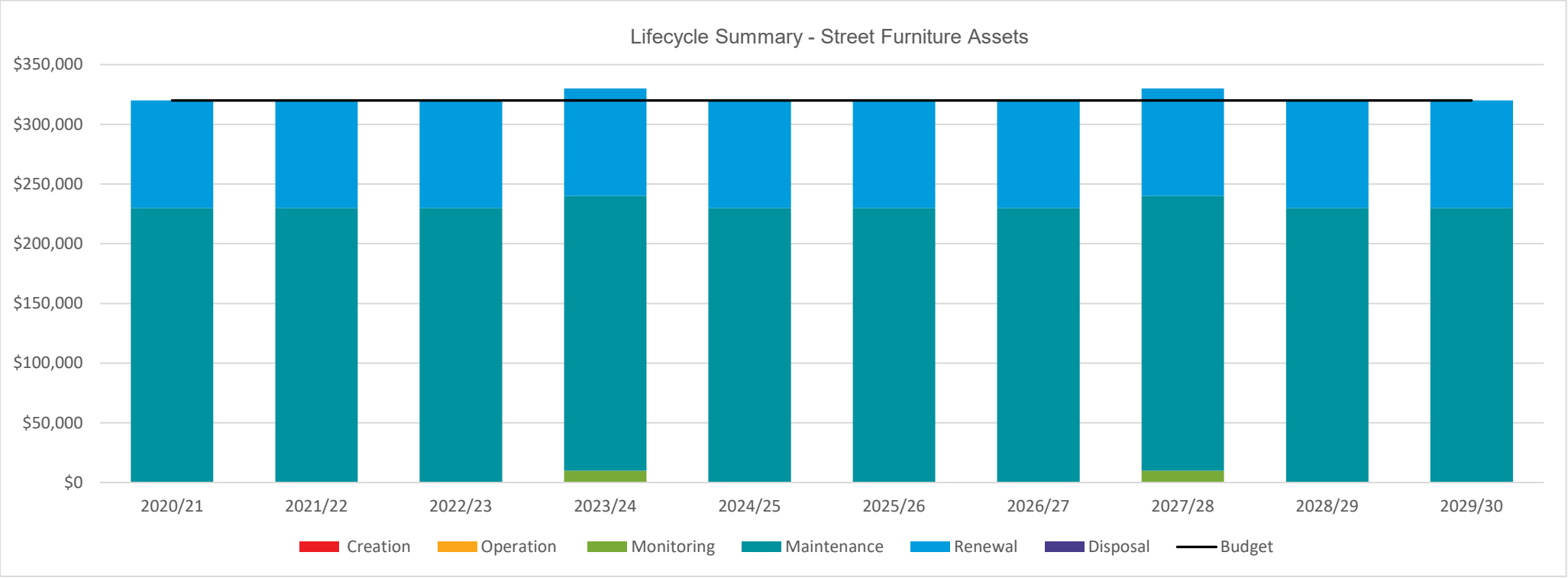
WHAT WE PLAN TO DO

Our sign data shows that the condition of our Road Signs are in good condition. Currently we response to customer request for any reactive maintenance and sign renewals. We also undertaken a road sign upgrade program in which old road signs are replaced with new compliant signs with the City of Marion Logo. Other street furniture assets are only maintained via customer requests.

STREET FURNITURE LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Condition Auditing and Compliance Checking	Quality / Functionality
Maintenance	• Reactive Maintenance	Safety / Quality
Renewal	• Road Sign Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2021/22	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2022/23	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2023/24	$0	$0	$10,000	$230,000	$90,000	$0	**$330,000**
2024/25	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2025/26	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2026/27	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2027/28	$0	$0	$10,000	$230,000	$90,000	$0	**$330,000**
2028/29	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
2029/30	$0	$0	$0	$230,000	$90,000	$0	**$320,000**
TOTAL	**$0**	**$0**	**$20,000**	**$2,300,000**	**$900,000**	**$0**	**$3,220,000**

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

NEXT STEPS

- Undertake condition audit in 2023/24
- Develop a Renewal and Disposal Plan for sign assets
- Update this asset class analysis annually as new data becomes available

BUS STOPS

Bus stops ensure patrons can access public transport provided by the Department of Planning, Transport and Infrastructure (DPTI).

DPTI determine the location of the stop and Council provide the Bus Stop pad and maintain the existing shelters.

261 City of Marion Bus Shelters

78 Advertising Third Parties Bus Shelters

72 DPTI Bus Shelters

487 DPTI Bus Stop locations

Bus Shelter Network value $2.5 million





WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey didn't include any questions related to the importance or satisfaction of Bus Shelters or how we service them within the City of Marion.

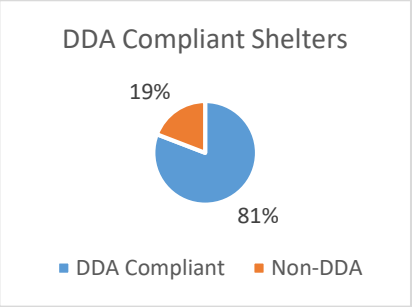
WHAT WE HAVE ASSUMED

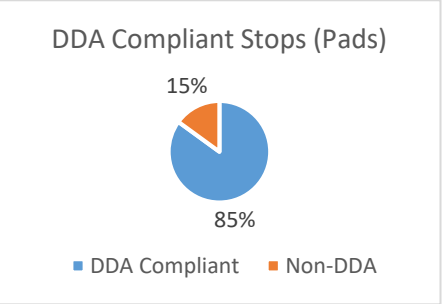
Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide a safe and quality Bus pad and shelter that can be accessible by all
Capacity	Provide DDA compliant Bus Pads and Shelters by December 2022.
Functionality	Shelters to be installed where bus stops are utilised by more than 7 people per weekday average
Sustainability	Construct bus pad with recycled base aggregate. Explore recycled products for shelter construction which maintain or improve useful life of the bus shelter asset.

WHAT WE PLAN TO DO

Our bus shelters and stops/pad data shows 81% of shelters and 85% of bus stops/pads are DDA compliant. The Disability Standards for Accessible Public Transport (DSAPT) have set down a timeline by December 2022 for all existing bus stops and shelters to comply with the standard. City of Marion will focus on achieving this deadline with the current LTFP budget with a focus on upgrading non-compliance stops and shelters.

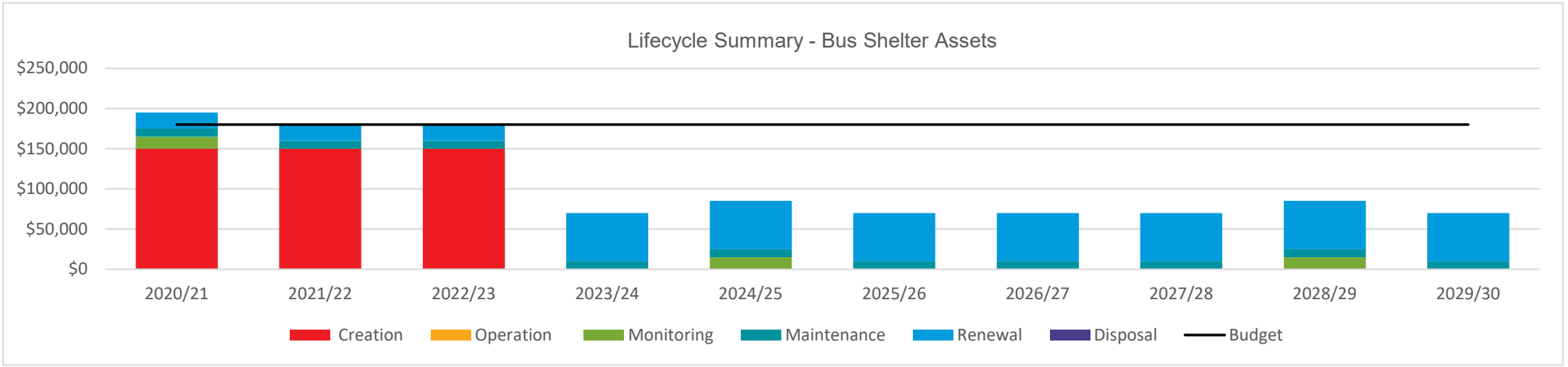




BUS STOP / SHELTER ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way.

Asset Lifecycle	Activity	Community Levels of Service
Creation	• Bus Stop Pad Upgrade Program • Bus Shelter Upgrade Program	Functionality / Capacity / Safety / Quality / Sustainability
Monitoring	• Condition Auditing	Quality / Functionality
Maintenance	• Reactive Maintenance • Proactive Maintenance	Safety / Quality
Renewal	• Bus Shelter Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$150,000	$0	$15,000	$10,000	$20,000	$0	**$195,000**
2021/22	$150,000	$0	$0	$10,000	$20,000	$0	**$180,000**
2022/23	$150,000	$0	$0	$10,000	$20,000	$0	**$180,000**
2023/24	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2024/25	$0	$0	$15,000	$10,000	$60,000	$0	**$85,000**
2025/26	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2026/27	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2027/28	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
2028/29	$0	$0	$15,000	$10,000	$60,000	$0	**$85,000**
2029/30	$0	$0	$0	$10,000	$60,000	$0	**$70,000**
TOTAL	**$450,000**	**$0**	**$45,000**	**$100,000**	**$480,000**	**$0**	**$1,075,000**

FUTURE DEMANDS



Climate Change | **Budget Reduction** | **Asset Collapse / Failure**

NEXT STEPS

- Undertake condition audit in 2020/21
- Review progress of DDA Compliance annually
- Review Bus Stop patronage data annually to determine the need for new Bus Shelters
- Update this asset class analysis annually as new data becomes available
- Work with DPTI to transition to a new bus network

STREET LIGHTING

Public lighting helps provide safe, active and vibrant neighbourhoods, open spaces and playgrounds making it easier to enjoy and move around our city.

The City of Marion has a number of tariffs that impact the way we manage our street lighting, these include:

- **SAPN LED Tariff** - SAPN will fund the luminaire upgrade, and will operate and maintain, repair and/or replace the luminaire and its supporting infrastructure.
- **TFI LED Tariff -** Council or the developer funds the initial cost of a Luminaire upgrade or new installation but want SAPN to be responsible and liable for the cost of all Luminaire replacements
- **PLC LED Tariff -** Council retains title to the luminaire and SAPN will operate, maintain, and repair the luminaire, and repair and/or replace its supporting infrastructure
- **CLER Tariffs -** Council owns the lighting infrastructure and maintenance for the luminaire component is undertaken by SAPN. Council is responsible for elevation infrastructure and wiring.
- **EO Tariff –** Energy only which applies to public lighting only access to the energy network

9300
Street Lights

Street Lighting value
$0.97 million

Note: Council owned Reserves and Property lighting are addressed in the Open Space and Property Asset Management Plan respectively and are not included in this plan.



1958 SAPN
Tariff lights

42 TFI
Tariff lights

6996 PLC
Tariff lights

227 CLER
Tariff lights

67 EO
Tariff lights

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey showed our residents believed that providing and maintaining street lighting were of a high importance.

"Lighting in the streets seems to be a bit dull and by a couple of the reserves I don't feel safe to walk through at the moment, it's dark as there's too little light and many areas that are pitch black. " – City of Marion Resident

81% Satisfied

97% Important

HOW WE HAVE LISTENED
Understanding what is important to our community, we have developed the Community Levels of Service:

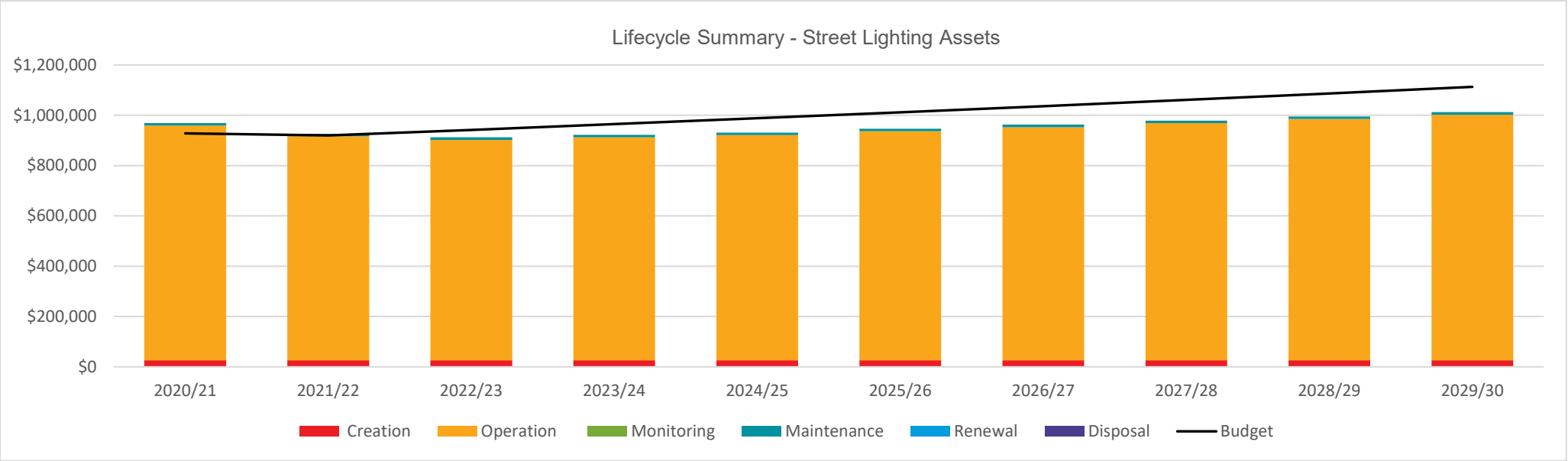
Safety / Quality	Provide safe and complaint lighting standards across The City of Marion
Capacity / Functionality	Provide lighting where required within the lighting network
Sustainability	Use LED lights to be environmentally sustainable

WHAT WE PLAN TO DO
City of Marion has recently undergone a LED street lighting transition which saw the upgrade of old inefficient street lights to new LED energy efficient lights. We also are currently developing an action plan which includes street lighting asset management data and future planning around smart lighting integration to improve overall service delivery.

SAPN and City of Marion are undertaking an innovative data sharing and lighting control trial which will enable an integrated lighting experience as people move through the precinct.

STREET LIGHTING LIFECYCLE ACTIVITIES
Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Creation	• Street Light Upgrade Program	Safety / Quality / Functionality / Capacity / Sustainability
Operation	• Electricity Costs • SAPN Tariffs	Safety / Quality / Functionality / Capacity / Sustainability
Maintenance	• Reactive Maintenance	Safety / Quality



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$26,000	$932,966	$0	$10,000	$0	$0	**$968,966**
2021/22	$26,000	$890,165	$0	$10,000	$0	$0	**$926,165**
2022/23	$26,000	$875,978	$0	$10,000	$0	$0	**$911,978**
2023/24	$26,000	$886,059	$0	$10,000	$0	$0	**$922,059**
2024/25	$26,000	$895,108	$0	$10,000	$0	$0	**$931,108**
2025/26	$26,000	$910,776	$0	$10,000	$0	$0	**$946,776**
2026/27	$26,000	$926,718	$0	$10,000	$0	$0	**$962,718**
2027/28	$26,000	$942,939	$0	$10,000	$0	$0	**$978,939**
2028/29	$26,000	$959,444	$0	$10,000	$0	$0	**$995,444**
2029/30	$26,000	$976,238	$0	$10,000	$0	$0	**$1,012,238**
TOTAL	**$260,000**	**$9,196,391**	**$0**	**$100,000**	**$0**	**$0**	**$9,556,391**

RETAINING WALLS

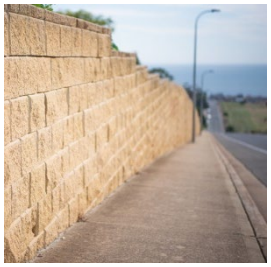
Retaining walls are used for supporting soil laterally to protect or create space for other transport assets. There are number of different types of retaining walls, these are; crib, concrete sleeper, gabion baske and concrete block

Note: Retaining walls within Reserves, Council Property Buildings or the Coastal Walkway are included in the Open Space, Property and Coastal Walking Trail Asset Management Plans respectively.

104 Retaining Walls in Transport Corridor

Retaining Walls value $6.54M





CRITICAL ASSETS

High consequence of failure causing significant loss or reduction of service

- Brooklyn Drive, Hallett Cove
- Perry Barr Road, Hallett Cove
- Latimer Crescent, Trott Park
- Tasman Court, Hallett Cove

WHAT THE COMMUNITY TOLD US

Our 2019 City of Marion community survey didn't include any questions related to the importance or satisfaction of Retaining Walls or how we service them.

WHAT WE HAVE ASSUMED

Understanding what is important to our community, we have developed the Community Levels of Service:

Safety / Quality	Provide safe and quality retaining walls
Capacity/Functionality	Provide retaining walls where required
Sustainability	Consider environmentally sustainable product or materials where appropriate

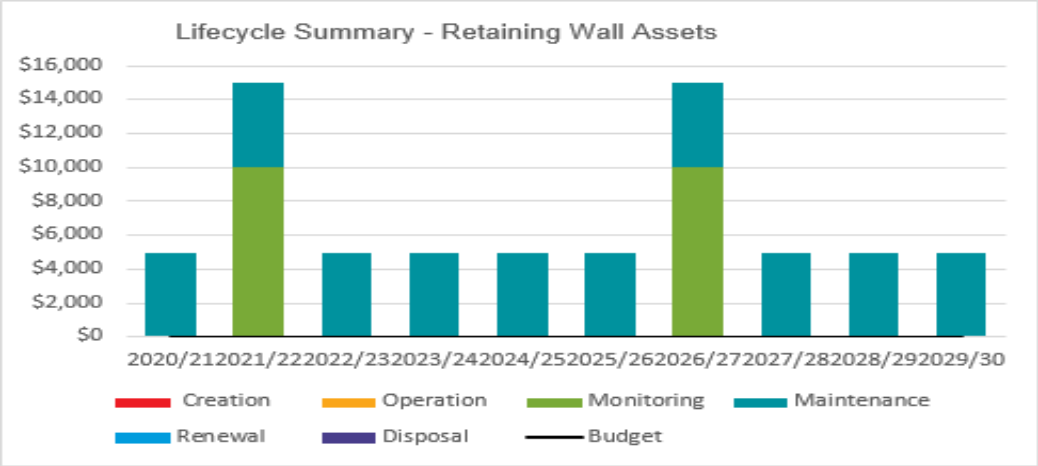
WHAT WE PLAN TO DO

Our data shows that retaining walls are in a good condition. There are no retaining walls identified within the next 10 years for renewal. Continued monitoring of the retaining wall assets will continue to ensure there are no defects and condition isn't deteriorating rapidly. Our reactive maintenance program is used to repair any defects that may cause any failures to occur prematurely or respond to customer requests.

RETAINING WALL LIFECYCLE ACTIVITIES

Throughout the lifecycle of an asset, activities are needed at different intervals (Intervention Levels) to ensure we optimise the asset and meet the Levels of Service in the most effective way:

Asset Lifecycle	Activity	Community Levels of Service
Monitoring	• Condition Audits (Aligned with Bridge Audits)	Quality / Functionality
Maintenance	• Reactive Maintenance	Safety / Quality
Renewal	• Retaining Wall Renewal Program	Safety / Quality / Sustainability



Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$0	$0	$0	$5,000	$0	$0	**$5,000**
2021/22	$0	$10,000	$0	$5,000	$0	$0	**$15,000**
2022/23	$0	$0	$0	$5,000	$0	$0	**$5,000**
2023/24	$0	$0	$0	$5,000	$0	$0	**$5,000**
2024/25	$0	$0	$0	$5,000	$0	$0	**$5,000**
2025/26	$0	$0	$0	$5,000	$0	$0	**$5,000**
2026/27	$0	$10,000	$0	$5,000	$0	$0	**$15,000**
2027/28	$0	$0	$0	$5,000	$0	$0	**$5,000**
2028/29	$0	$0	$0	$5,000	$0	$0	**$5,000**
2029/30	$0	$0	$0	$5,000	$0	$0	**$5,000**
TOTAL	**$0**	**$20,000**	**$0**	**$50,000**	**$0**	**$0**	**$70,000**

FUTURE DEMANDS

Climate Change

Budget Reduction

Asset Collapse / Failure

NEXT STEPS

- Undertake condition audit in 2021/22
- Update this asset class analysis annually as new data becomes available

5 - LEVELS OF SERVICE

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	No preventable injuries to staff or members of the public	All transport assets will be condition assessed including defects identification to drive maintenance and renewal programs. Including responding to service requests within suitable timeframes.
Quality	Operational requirements are safely and effectively met	Assets are managed and maintained to best practice industry standards and legislation requirements.
Function	Provide sufficient assets to meet levels of service	Undertake network and asset analysis to determine where or if a service is required
Capacity	Transport assets are designed to cater for current demand	Assess the asset utilisation and determine if asset requires upgrade or disposal
Sustainability	Operational requirements are safely and effectively met through using recycled materials where possible, whilst minimising impact on the environment	Environmental performance is assessed when selecting asset materials and products

Council uses a range of activities to engage with the community and stakeholders on these services.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed Levels of Service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates the technical Levels of Service for transport assets.

Technical Level of Service	Measured By
Planning in line with Asset Management policy principles and an optimal 10 year asset replacement program	Assets renewed through Replacement Programs Assets are provided to meet design standards where these are available Annual Replacement Program Budget developed and Long Term Financial Plan updated
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Assets created to increase or upgrade a level of service through annual review of the annual Replacement Programs and 10 year replacement programs
Operation of an asset in the manner it was designed to be used for	Assets are maintained in a functioning condition Following Safe Work SA's Code of Practice for construction and maintenance activities. Responding to customer feedback. Monitoring Energy and Tariff agreements
Monitoring utilisation and recording asset downtime	Identifying under-used assets and appropriate remedies, and over-used assets and community demand management options
Maintenance of assets in line with a long-term asset sustainability index averaging 95-100%.	Quick response time to reactive repair and maintenance Regular proactive repair / upgrade to maintain structural integrity
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets renewed through Replacement Programs. Annual Replacement Program Budget developed and Long-Term Financial Plan updated
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Disposal of Land and Assets Policy

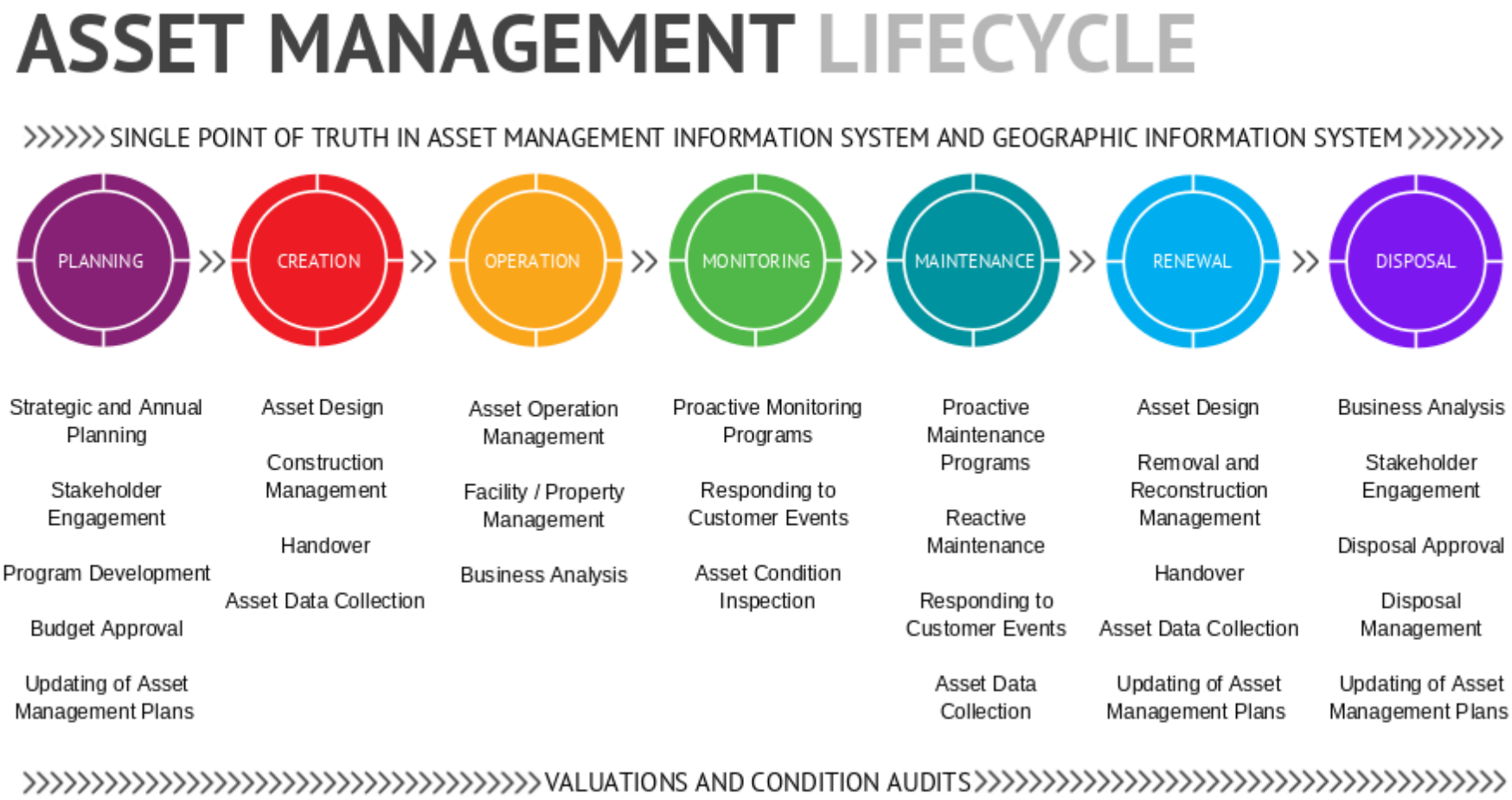
Legislative Requirements

Council considers the following legislative framework in the management of transport assets.

AS / NZS 1428.2 Pedestrian and Cycling Paths	Defines national standards for Pedestrian and Cycling Paths
Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Australian Standards / New Zealand Standards 1428.4 Kerb Crossings	Defines national standards for Kerb Crossings
Code of Technical Requirements for the Legal Use of Traffic Control Devices	Details the design and construction parameters to which traffic management devices installed by Councils must comply
Development Act	Regulates development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Highways Act 1926	Sets out the legislative framework for roads and road authorities in SA
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides the requirement for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long-Term Financial Plan
Motor Vehicles Standards Act 1989 (Australian Design Rules)	Defines national standards for vehicle safety, anti-theft and emissions
Native Vegetation Act	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; to control the clearance of native vegetation; and for other purposes
Relevant Australian Standards	Sets standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Relevant Heavy Vehicle National Law and Regulations	Sets out laws and regulations related to heavy vehicles over 4.5 tonnes gross vehicle mass
Road Traffic Act 1961	Provides vehicle standards, mass and loading requirements and other safety measures in relation to light vehicles. Contains powers for Council to install and remove traffic control devices.
Summary Offences Act 1953	Provides provisions for road closure to motor vehicles in accordance with Section 59
Work Health and Safety Act 2012 (SA)	Provides for the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services, or reduce risk of downtime.
- Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset.
- Whole of life costs when making buying decisions.
- Design standards where these are available.



Expenditure on new assets and services in the capital works program will be accommodated in the Long Term Financial Plan.

Projected Creation Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Kerb and Watertable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Footpath	$ 940,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000	$ 710,000
Traffic Control Devices	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000	$ 335,000
Kerb Ramps	$ 315,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000	$ 630,000
Bridges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Furniture	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Stops	$ 150,000	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Lighting	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000
Retaining Walls	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 1,766,000**	**$ 1,851,000**	**$ 1,851,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**	**$ 1,701,000**

Future Trends

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes and council amalgamations	Change in services or service levels	Approved business case through annual review of the Capital Works Program
Social	Changing community demographics, needs and expectations	Change in services or service levels	Monitoring community expectation. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Data Use	Ability to deliver services at a higher operational level achieved through use of in vehicle GPS data	Utilisation based asset maintenance and renewal
Technological	Smart Cities, autonomous / connected vehicles and machine learning	Changes in design to streetscapes and parking zones to enable different modes of transport	Market driven, opportunities to lobby for funding
Technological	Being a smart organisation that uses data to drive decision-making	Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery	Considered within standard replacement cycle. Decisions made on a range of evaluation criteria
Technological	Roads - If different road resealing treatments are used there may not be the necessity to replace sections of kerb.	Increased availability of funds to deliver other services.	Increased works programming opportunities may exist where kerb does not need to be replaced prior to reseal.

Technological	Roads - Approximately 99% of the road network has a 'hotmix' seal with only a few segments having a spray seal treatment. Options for different treatments including rejuvenation may result in lower lifecycle network cost.	If different treatments are considered then lower lifecycle costs may result.	Seal: Expectation that roads will be sealed with 'hotmix' rather than any other treatment.
Environmental	Reduced rainfall and increased intensity of rainfall events	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	More frequent intense heatwaves and increased temperatures	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Erosion and flooding of coastal areas due to sea level rise	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Increased bushfire intensity and frequency	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Environmental	Greening infrastructure	Change in services or service levels	Climate Risk Assessments will determine impact on asset useful lives
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level	Adopting best practice principles across all three councils to deliver best value
Relationships	Testing of levels of service	Improve understanding of costs and capacity to maintain current service levels	Continue to analyse the cost of providing service and the capacity to fund at the current level of service
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.
Legal	Legal changes	Complex legal and compliance requirements	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria

Acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required.

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operate, monitor and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Operation includes cost of electricity and insurance premiums. Maintenance programs are normally focused on industry best practice, legislative requirements and design specifications.



Council's renewal program minimises the need for heavy reactive maintenance activities as the risk of these is minimised as part of the renewal schedule and proactive maintenance.

- Reactive or unplanned maintenance is repair work which is carried out in response to service requests and management/supervisory directions e.g. Pothole within the road or trip hazard within the footpath. Assessment and priority of reactive maintenance is undertaken by staff using experience and professional judgement

- Proactive or planned maintenance is repair work that is identified and managed through a maintenance management system. Activities include inspection, assessing the condition against failure/breakdown experience, priority of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Summary of future Operations, Monitoring and Maintenance expenditures:

Projected Operations Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Kerb and Watertable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Footpath	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Traffic Control Devices	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Kerb Ramps	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Furniture	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bus Stops	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street Lighting	$ 932,966	$ 890,165	$ 875,978	$ 886,059	$ 895,108	$ 910,776	$ 926,718	$ 942,939	$ 959,444	$ 976,238
Retaining Walls	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 932,966**	**$ 890,165**	**$ 875,978**	**$ 886,059**	**$ 895,108**	**$ 910,776**	**$ 926,718**	**$ 942,939**	**$ 959,444**	**$ 976,238**

Projected Monitoring Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ -	$ 90,000	$ -	$ -	$ -	$ -	$ 90,000	$ -	$ -	$ -
Kerb and Watertable	$ -	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ -	$ -	$ -
Footpath	$ 100,000	$ -	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ 100,000	$ -
Traffic Control Devices	$ -	$ -	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000	$ -	$ -
Kerb Ramps	$ 20,000	$ -	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ 20,000	$ -
Bridges	$ -	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000	$ -	$ -	$ -
Street Furniture	$ -	$ -	$ -	$ 10,000	$ -	$ -	$ -	$ 10,000	$ -	$ -
Bus Stops	$ 15,000	$ -	$ -	$ -	$ 15,000	$ -	$ -	$ -	$ 15,000	$ -
Street Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Retaining Walls	$ -	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -	$ -	$ -
TOTAL	**$ 135,000**	**$ 170,000**	**$ 30,000**	**$ 10,000**	**$ 135,000**	**$ -**	**$ 170,000**	**$ 40,000**	**$ 135,000**	**$ -**

Projected Maintenance Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000
Kerb and Watertable	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000	$ 475,000
Footpath	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000	$1,005,000
Traffic Control Devices	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000
Kerb Ramps	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridges	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Street Furniture	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000
Bus Stops	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Street Lighting	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Retaining Walls	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
TOTAL	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**	**$2,140,000**

ASSET RENEWAL AND DISPOSAL

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs. Council plan capital renewal projects to meet level of service objectives and minimise infrastructure service risks.

The capital renewal program is based on an analysis of the drivers for supply, as well as the outcomes of condition audits and maintenance plans. Where assets are deemed to be under capacity, in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required.

Asset renewals are generally on a like-for-like basis, with normal capability and capacity being replaced. This traditional approach of like-for-like replacement will be analysed over the term of this Asset Management Plan as it is recognised that this is not always the most effective given maintenance/service standards may change, operational efficiencies identify different requirements from traditional assets utilised, or as new technology emerges.

Ranking criteria is used to determine priority of identified renewal proposals across all transport asset classes.

Projected future renewal expenditures are forecast to increase over time when the asset stock ages.

The costs will be accommodated in the Long-Term Financial Plan and are summarised below:

Projected Renewal Expenditure										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
Roads	$4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000	$ 4,750,000
Kerb and Watertable	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000	$ 685,000
Footpath	$1,720,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000	$ 2,360,000
Traffic Control Devices	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000	$ 310,000
Kerb Ramps	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bridges	$ -	$ 20,000	$ -	$ -	$ 20,000	$ 30,000	$ -	$ -	$ -	$ 500,000
Street Furniture	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ 90,000
Bus Stops	$ 20,000	$ 20,000	$ 20,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Street Lighting	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Retaining Walls	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 7,575,000**	**$ 8,235,000**	**$ 8,215,000**	**$ 8,255,000**	**$ 8,275,000**	**$ 8,285,000**	**$ 8,255,000**	**$ 8,255,000**	**$ 8,255,000**	**$ 8,755,000**

Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for disposal for this plan. Any assets identified for disposal will be brought forward to Council to determine the disposal of an asset and/or service.

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from transport assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Climate change may have any effect on the useful life of an asset. Increased extreme events can impact different assets in different ways.	Monitor condition of assets. Considerations made when designing new or upgraded infrastructure to review material/product selection.	Low	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Low
Asset failures and/or collapse	Monitor assets for defects on a cyclic program. Emergency inspection program for critical assets after extreme events occur.	Low	Recurrent budget	Low
Transport assets have a reduced useful life if not managed optimally (either by loss of key staff knowledge or by budget reduction), resulting in asset failures, increased maintenance or early renewal	1. Asset Management Plan for Infrastructure related assets. 2. Capital Works Plan. 3. Condition audits. 4. Planned maintenance. 5. Asset Management Steering Group.	Low	Recurrent budget for plan creation	Low
Unit rates for infrastructure may exceed forecasted estimates due to unforeseen circumstances (Oil and Gas prices impact road asphalt)	Works programming as proposed under this plan. Scope and cost estimate works on a forward works program Undertake technical inspection of each road prior to programming resealing works	Low	Recurrent budget	Low
Loss of opportunity to address required asset upgrades i.e. footpaths	Consideration given to reallocating surplus renewal funds to asset upgrades, subject to Council approval.	Low	Reallocation of funds from renewal to upgrade.	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

Critical assets and the impact on service delivery have been identified as follows:

Critical Assets	Location	Risk Description	Current Controls
Bridges	• Cormorant Drive Road Bridge, Hallett Cove • Finniss Street Road Bridge, Marion • Maxwell Terrace Road Bridge, Glengowrie • Embankment west of Cove Road at Pindee Street intersection, Hallett Cove	Collapse of asset	Inspections prioritised. Repair/replace of high risk defects
Road Retaining Walls	• Brooklyn Drive, Hallett Cove • Perry Barr Road, Hallett Cove • Latimer Crescent, Trott Park • Tasman Court, Hallett Cove	Collapse of asset	Inspections prioritised. Repair/replace of high risk defects

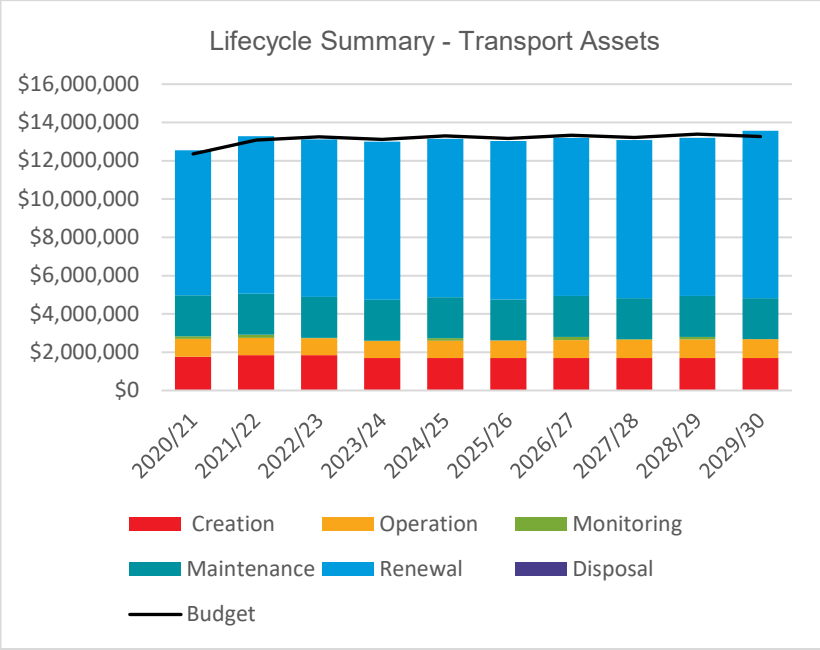


8 – WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

The decisions made in adopting this Plan are based on achieving the optimum benefits from the available resources.
This section contains the financial requirements resulting from all the information presented in the previous sections. The financial projections will be refined annually as further information becomes available on desired Levels of Service and current and projected future asset performance.

Funding Strategy



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

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

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

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

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is $13.1 M per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

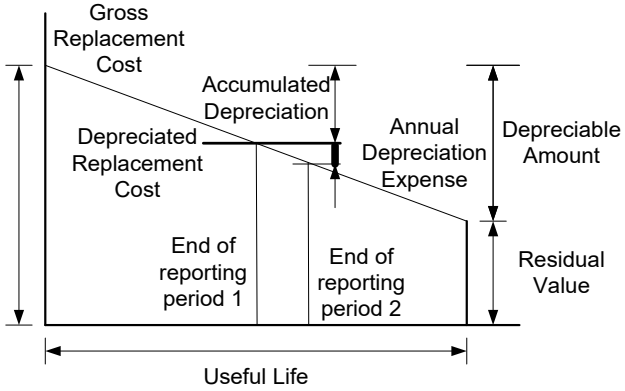
Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10 year planning period is $13.1 M per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

The matching of lifecycle cost to lifecycle expenditure gives asset renewal of 100% to maintain the service potential of the assets at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below. As assets are replaced regularly in line with Council's 10-year Renewal Program, the purchase price recorded on the asset register is considered to be adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	**$627.23 M**
Depreciable Amount	**$627.23 M**
Depreciated Replacement Cost	**$509.83 M**
Annual Average Asset Consumption	**$7.34 M**

Council's useful life for transport assets are defined earlier in this document.

Rate of Annual Asset Consumption **1.1 %** (Depreciation/Depreciable Amount)

Rate of Annual Asset Renewal **100%** (Capital renewal expenditure/Depreciable amount)

In 2020 Council will renew assets at **100%** of the rate they are being consumed and will be increasing its asset stock by **0.3%** in the year.

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

Key Assumptions	Risk of Change to Assumptions
The Long Term Financial Plan will not change over the planning period	Medium
Community level of service expectations remain consistent	Medium
Climate Risk Assessments may impact asset useful lives	Low
No significant changes in legislation	Low
Assets are replaced on a 'like-for-like' basis	Low
Assets are replaced based on useful life	Low
The materiality threshold for Infrastructure, Land and Buildings is $5,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described above. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples include street furniture, signs and fencing.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
All Transport Assets			
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Engineering, Assets and Environment	Ongoing
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
3	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle.	Unit Manager Asset Solutions	June 2021
4	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0).	Unit Manager Statutory Finance and Payroll	June 2021
5	Develop community levels of service targets.	Asset Owner – Engineering, Assets and Environment	June 2021
6	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives.	Unit Manager Asset Solutions	June 2021
7	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Transport Assets can reduce carbon emissions for Council operations by 2030.	Asset Owner – Engineering, Assets and Environment	June 2021
8	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
9	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager Engineering, Assets and Environment	November 2021 then annually
10	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan or data collected for each asset class.	Asset Owner – Engineering, Assets and Environment	November 2024
Road Assets			
11	Review Reconophalt trials and RAP content and performance – continue to explore other innovative sustainable road products and technologies	Asset Owner – Manager Engineering, Assets and Environment	Annually

Kerb & Watertable Assets			
12	Develop forward works programs for Maintenance, Renewal, Upgrade and New Kerb and Watertable.	Asset Owner – Manager Engineering, Assets and Environment	December 2022
13	Explore environmentally sustainable materials, products and technologies with Kerb and Watertable.	Asset Owner – Manager Engineering, Assets and Environment	June 2021 then annually
Footpath Assets			
14	Develop forward works programs for Maintenance, Renewal, Upgrade and New footpaths.	Asset Owner – Manager Engineering, Assets and Environment	December 2020
15	Undertake a footpath network gap analysis for missing links within the footpath network.	Asset Owner – Manager Engineering, Assets and Environment	December 2020
16	Develop a footpath hierarchy model to help priorities forward works programs.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
Traffic Control Device Assets			
17	Explore innovative data collection using machine learning.	Asset Owner – Manager Engineering, Assets and Environment	Ongoing
18	Develop priorities matrix and a plan for Maintenance, Renewal, Upgrade and New.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
Kerb Ramp Assets			
19	Develop an Upgrade and New kerb ramp program.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
Bridge Assets			
20	Develop a proactive Maintenance Schedule.	Asset Owner – Manager Engineering, Assets and Environment	June 2021
21	Develop a bridge hierarchy.	Asset Owner – Manager Engineering, Assets and Environment	June 2022
22	Undertake bridge utilisation surveys.	Asset Owner – Manager Engineering, Assets and Environment	June 2024
23	Review asset useful life and compare performance of materials.	Asset Owner – Manager Engineering, Assets and Environment	June 2024
Street Furniture Assets			
24	Develop a Renewal and Disposal Plan for sign assets.	Asset Owner – Manager Engineering, Assets and Environment	June 2024
Bus Stop Assets			
25	Work with DPTI to transition to a new bus network	Asset Owner – Manager Engineering, Assets and Environment	Ongoing

APPENDIX A BUDGETED EXPENDITURES ACCOMMODATED IN LTFP

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

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast
2020/21	$1,769,236	$932,966	$135,000	$2,149,118	$7,575,369	$0	**$12,561,689**
2021/22	$1,857,656	$890,165	$170,000	$2,191,588	$8,405,224	$0	**$13,514,633**
2022/23	$1,868,706	$875,978	$30,000	$2,235,064	$8,541,392	$0	**$13,551,140**
2023/24	$1,730,050	$886,059	$10,000	$2,279,564	$8,910,635	$0	**$13,816,308**
2024/25	$1,741,697	$895,108	$135,000	$2,325,111	$9,184,369	$0	**$14,281,285**
2025/26	$1,753,654	$910,776	$0	$2,371,736	$9,455,751	$0	**$14,491,917**
2026/27	$1,765,931	$926,718	$170,000	$2,419,459	$9,694,819	$0	**$14,976,927**
2027/28	$1,778,536	$942,939	$40,000	$2,468,309	$9,972,261	$0	**$15,202,045**
2028/29	$1,788,462	$959,444	$135,000	$2,518,074	$10,220,126	$0	**$15,621,106**
2029/30	$1,798,589	$976,238	$0	$2,569,494	$10,974,893	$0	**$16,319,214**
TOTAL	**$17,852,517**	**$9,196,391**	**$825,000**	**$23,527,517**	**$92,934,839**	**$0**	**$144,336,264**

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Front Cover Artwork
Title: Finniss St Streetscape

ATTACHMENT 2

DRAFT Stormwater Asset Management Plan 2020 - 2030

CITY OF MARION



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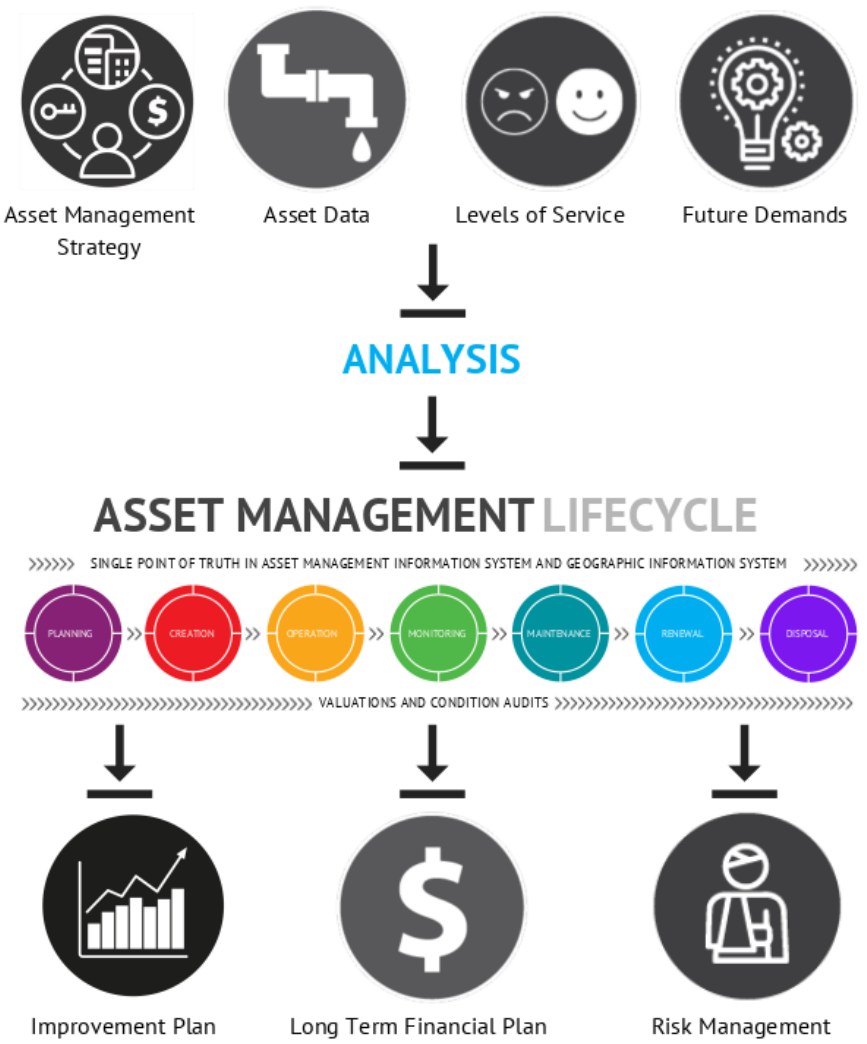
APPENDIX B: DRAINAGE MATRIX 25

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1 - INTRODUCTION

What is this plan about?

The City of Marion uses stormwater assets to minimise suburban flooding, for pollution control and the harvesting of stormwater for re-use.

Council seeks to maximise value to ratepayers and ensure sustainable services by optimising the use of our assets.

This plan defines the stormwater assets that help deliver the services we provide, how they are provided and the funding required over a 10-year planning period.

What is asset management?

In simplest terms, asset management is about how assets are “looked after”, both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation / purchase, renewal and disposal).

What will we do?

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

This plan has been aligned with Council’s Asset Management Policy (2018), Asset Management Strategy (2019), Holdfast Bay/Marion and Hallett Cove Creeks Stormwater Management Plans (2015) which focus on maintenance and like-for-like-renewals. Any upgrades or new asset expenditure will be prioritised.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently.

Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

STORMWATER ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Stormwater Conduits
- Pipes
- Box Drains
- Culverts

Stormwater Components
- Pits
- Outlets
- Fittings
- Gross Pollutant Traps

Gross replacement cost $214.2M
Reliable asset data

What it will cost over the 10-year planning period



Planning	$0.00M
Creation	$28.00M
Operation	$6.20M
Monitoring	$0.30M
Maintenance	$3.50M
Renewal	$0.00M
Disposal	$0.00M
Total	$38.00M

Levels of Service



Provide a stormwater network that successfully controls drainage within the urban environment and protects the community from major flooding.

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management



Controls in place to manage the major risks of collapse or failure of the stormwater network

Funding levels are sufficient to continue to manage risks in the short term and will be reviewed during development of two new Stormwater Management Plans

Future Demands managed through ongoing monitoring



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

Improvement Plan



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

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This Asset Management Plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy.

It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council.

Council owns all of its stormwater assets:

	Quantity	Gross Replacement Cost (as at 30th June 2019)_	Useful Life
Pipes	265,898 metres	$ 164,437,383	100 years
Culverts & Box Drains	6,255 metres	$ 14,525,569	100 years
Side Entry Pits	4,859 assets	$ 23,628,421	100 years
Junction Boxes	2,010 assets	$ 8,385,467	100 years
Headwalls	167 assets	$ 357,017	100 years
Gross Pollutant Traps (GPT)	64 assets	$ 2,897,527	100 years
TOTAL		**$ 214,231,384**	



Data Quality

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

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

Data confidence is assessed as reliable (confidence grade B) for asset data used in the preparation of this plan.

5 - LEVELS OF SERVICE

Community Levels of Service

Council uses a range of activities to engage with the community and stakeholders on services.

Extensive community consultation was undertaken in finalising the Holdfast Bay/Marion (2015) and Hallett Cove Creeks Stormwater Management Plans (2015) which were subsequently adopted by Council, endorsed by the Adelaide and Mount Lofty Ranges NRM Board and approved by the Stormwater Management Authority. The Stormwater Management Plans define the stormwater objectives, strategies and clear definition of the priorities, responsibilities and timeframes for the implementation of the actions within the catchments.

Our 2019 City of Marion community survey shows our residents believe that providing and maintaining stormwater assets are of a high importance:

Asset area	Satisfaction	Importance
Stormwater	80%	94%

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	No preventable injuries	Assets are inspected and maintained to ensure safe use within the community.
Quality	Operational requirements are safely and effectively met	Assets are managed and maintained to best practice industry standards. No EPA compliance notices issued to Council for stormwater management.
Function	Provide sufficient assets to meet levels of service	Providing an effective stormwater network. Reducing hazardous flooding (no above floor inundation of properties) for all events up to and including the 1% Annual Exceedance Probability (AEP) (100 year ARI) storm.
Capacity	Availability of appropriate assets	Ensuring stormwater network meets capacity requirements. Reducing number of customer requests relating to property/street flooding and pollution discharges into waterways.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment	Environmental performance is assessed when selecting asset location and material types. Providing an efficient method of collection and environmentally friendly disposal of stormwater run-off.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used. The following table demonstrates the technical Levels of Service for stormwater assets.

Technical Level of Service	Achieved By
Planning in line with a 10 year asset replacement program based on optimum replacement	Catchment objectives are planned through Stormwater Management Plans. Meet the 20% Annual Exceedance Probability (AEP) (5 year ARI) for pit and pipe design requirements. Analysis against Council's upgrade & renewal plan (Drainage Matrix - Appendix B). Annual Replacement Program Budget developed and Long Term Financial Plan updated.
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Stormwater Management Plan and Flood Plain mapping to identify drainage network deficiencies. Implementing capital works program based on the Drainage Matrix (Appendix B).
Operation of an asset in the manner it was designed to be used for	The stormwater network is maintained in a functioning condition with minimum blockages of pipes and pits. Properties are protected from flooding during major rainfall events. Following Safe Work SA's Code of Practice for construction and maintenance activities. Responding to customer feedback.
Monitoring the asset condition, hydraulics and functionality	Structural condition assessment of drains from the annual CCTV condition and defects inspection. Stormwater quality into receiving waters is compliant under Environment Protection (Water Quality) Policy 2015. No EPA compliance notices issued to Council for stormwater management.
Maintenance of assets to keep the water treatments and resources network functioning and keeping detailed records of reasons for failures	Scheduled maintenance 100% compliant with manufacturers specification. Maintenance issues and condition reports register maintained, recording maintenance performed, labour and materials used. Quick response time for repair and maintenance. Proactive inspections of known 'hot spots' prior to major rain events.
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Risk based approach to replace assets identified as being in poor structural condition.
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Disposal of Land and Assets Policy

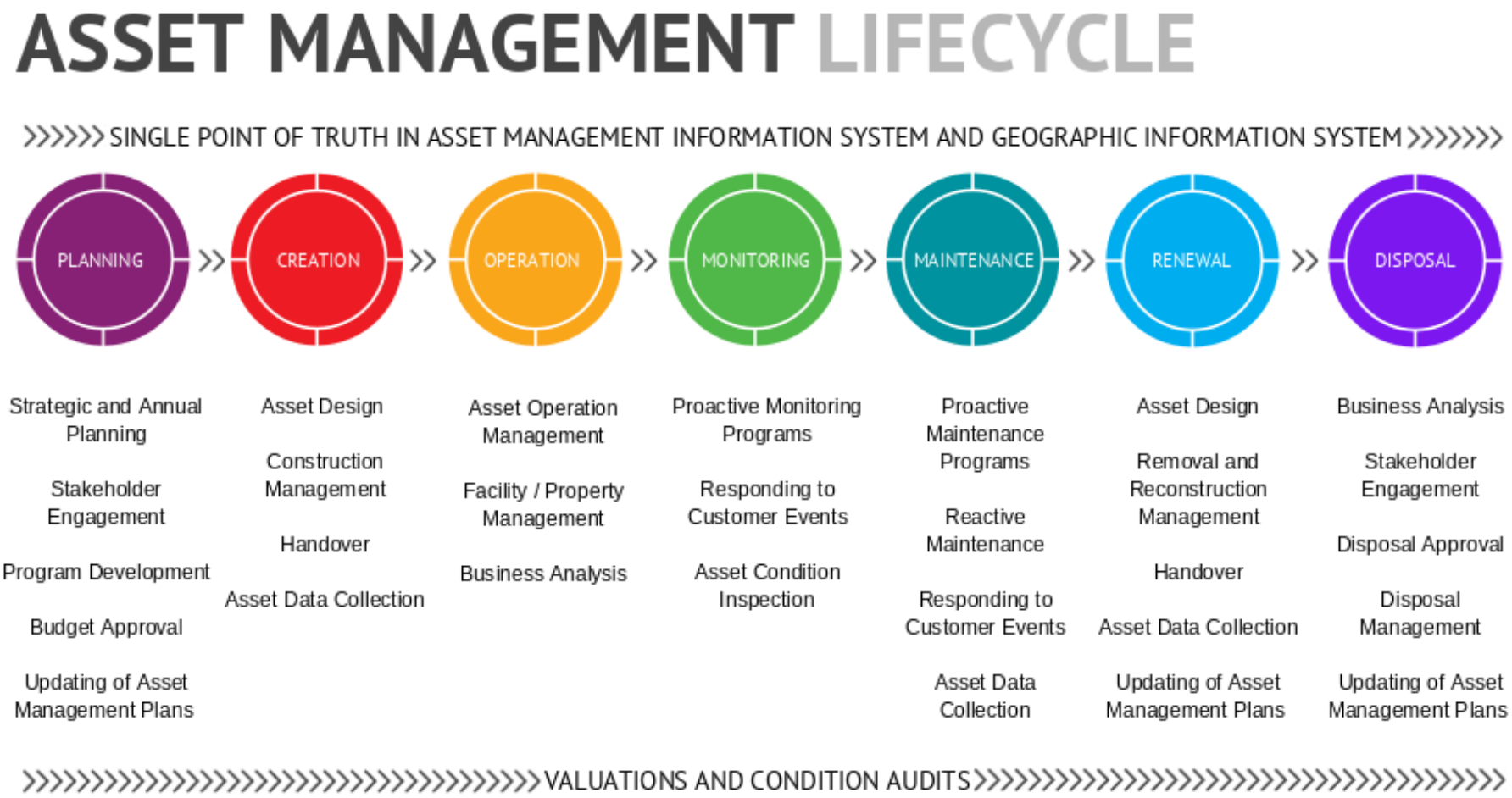
Legislative Requirements

Council considers the following legislative framework in the management of stormwater assets.

Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Coastal Protection Act 1972	Establishes Council's responsibility for the day-to-day maintenance of beach and coastal facilities
Development Act 1993	Development and building approval and requirements to control stormwater from developments
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection
Environment Protection (Water Quality) Policy 2015	Provides the structure for regulation and management of water quality in South Australian inland surface waters, marine waters and groundwaters
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long Term Financial Plan
Local Government (Stormwater Management) Amendment Act 2007	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils
Natural Resources Management Act 2004	Defines the natural resource management requirement to manage catchments including stormwater
Relevant Australian Standards	Establishes standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION



When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services or reduce risk of downtime.
- Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset
- Whole of life costs when making buying decisions
- Design standards where these are available.

New assets and the upgrade of existing assets are identified from:

- Community requests
- Known flooding locations and drainage system deficiencies
- Proposals identified by Stormwater Management Plans
- Potential locations for stormwater harvesting and reuse
- Partnerships with other organisations.

The Drainage Matrix (Appendix B) is used to decide on the priority and ranking of individual drainage projects.

Projected Creation Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$1,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	$2,900,000	**$28 M**

Note that for 2020/1, $1M has been reallocated to the Water Treatment and Resources Asset Management Plan for the Lucretia Way Wetland project.

In addition, Stormwater Management Plans development costs haven't been included in this AMP.

Future Trends

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has a high impact on our water treatments and resources assets. We will continue to consider climate change impacts within standard asset replacement processes.

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions (development controls), insuring against risks and managing failures.

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

Driver area	Driver	Impact on services	Demand Management Plan
Political	Political changes and council amalgamations	Change in services or service levels.	Approved business case and annual review of the Asset Management Plan.
Social	Changing community demographics, needs and expectations	Change in services or service levels .	Monitoring community expectation. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Smart Cities, Sensors, autonomous / connected vehicles and machine learning	Water conservation, harvesting and reuse, pit cleaning/street sweeping efficiencies and analysis of defects.	Market driven, opportunities to lobby for funding.
Technological	Being a smart organisation that uses data to drive decision-making	Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery.	Utilisation based asset maintenance and renewal.
Environmental	Reduced rainfall and increased intensity of rainfall events	Decreasing water supply and increasing demand. Increased onsite and catchment stormwater	Existing stormwater infrastructure has insufficient design capacity to cope with increased runoff

Driver area	Driver	Impact on services	Demand Management Plan
		reuse. Changes to parks and gardens planting due to water restrictions.	from development - increased frequency of property flooding and damage.
Environmental	More frequent intense heatwaves and increased temperatures	Community demand for a higher level of amenity during summer months.	Monitor and review operations and management practises for seasonal variation. Stormwater reuse where applicable.
Environmental	Erosion and flooding of coastal areas due to sea level rise	Impacts on coastal environment, reduction in stormwater overfall capacity, stormwater capture and reuse infrastructure.	Follow the recommendations from the climate change adaptation plan.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level.	Adopting best practice principles across all three councils to deliver best value.
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.
Relationships	Testing of levels of service	Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the current level of service.
Legal	Regulated controls on quality of water treatments and resources discharging into river and marine environment and increased water treatments and resources reuse	Increase in infrastructure to control pollutants, capture and reuse water resources.	Establish compliance registers for key assets. Assess the compliance requirements and gaps.

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operates and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner.



Stormwater operations include regular activities to provide services such as public health, safety and amenity, e.g. street sweeping, side entry pit (SEP) and gross pollutant trap (GPT) cleaning.

Projected Operations Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	$ 620,000	**$6.2 M**

Stormwater Monitoring includes an annual CCTV inspection program which reviews the current stormwater assets and identifies any defects or issues including a condition assessment to help determine when the asset should be renewed.

Projected Monitoring Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000	**$0.3 M**

Maintenance programs are normally focused on industry best practice, legislative requirements and design specifications. Reactive pipe and pit repairs and pit lid replacement of the stormwater drainage network keeps it operating safely and at maximum capacity.

Projected Maintenance Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	**$3.5 M**

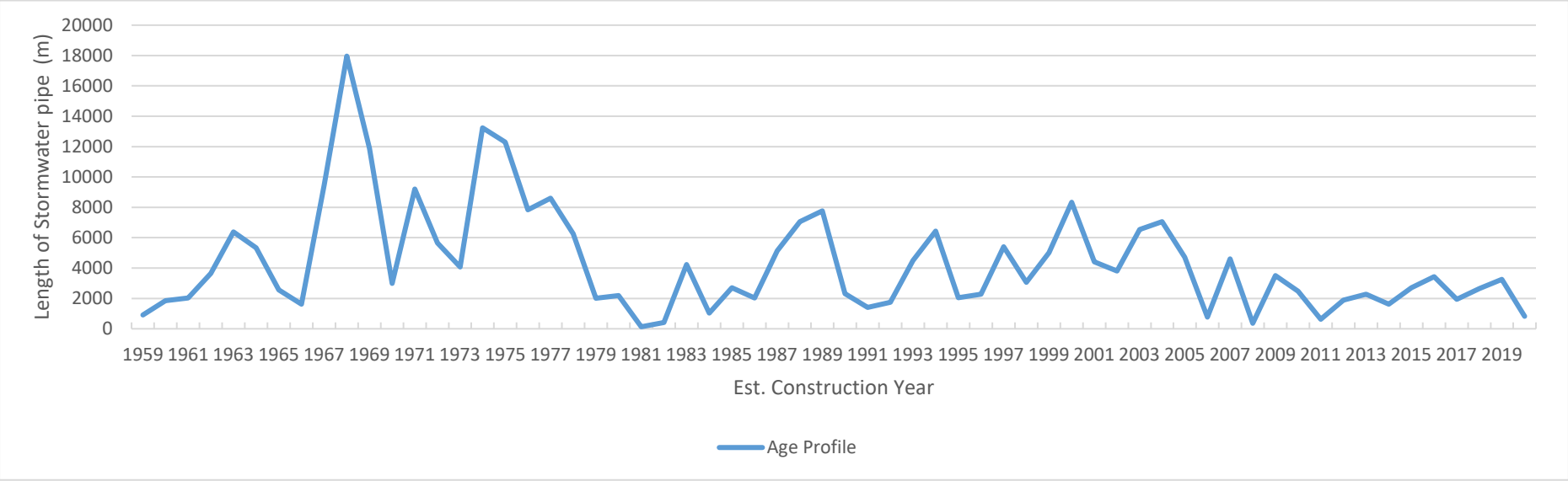
Asset condition

Condition is monitored by CCTV and measured using a 1 – 5 grading system.

The overall condition of the entire stormwater network has not been assessed. CCTV has only been used in high priority areas for stormwater investigations. To gather condition data a CCTV program needs to be developed and undertaken.

Without condition data, the useful life and the estimated construction year of assets can provide insights on the age profile of the stormwater network.

Condition	Description of Condition	Residual Useful Life (% of asset design life remaining)	Estimated Network Condition
1	**Very Good**: only planned maintenance required	60% to 100%	50%
2	**Good**: minor maintenance required plus planned maintenance	35% to 60%	50%
3	**Fair**: significant maintenance required	20% to 35%	0%
4	**Poor**: significant renewal/rehabilitation required	10% to 20%	0%
5	**Very Poor**: physically unsound and/or beyond rehabilitation	0% to 10%	0%



ASSET RENEWAL AND DISPOSAL

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs. Council plans capital renewal projects to meet level of service objectives and minimise infrastructure service risks.

The capital renewal program is based on an analysis of the drivers for supply, as well as the outcomes of condition appraisals and maintenance plans. The ongoing monitoring of CCTV assessment will increase our knowledge on the condition of these assets and identify future renewal and replacement works.

This Asset Management Plan will be reviewed and updated annually with new condition data received through the CCTV inspection program. Where future CCTV inspections and assessments identify renewal works, these will be accommodated in the Long Term Financial Plan either by:

- Deferring / rescheduling capital works, or
- By increasing an allocation of the annual budgets

This AMP has not identified any renewal works, but has identified a number of upgrades in the Creation lifecycle phase and prioritised through the Drainage Matrix (Appendix B).

Projected Capital Renewal and Replacement Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	**$0 M**

Where assets are deemed to be in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required for disposal of that asset.

No assets have been identified for disposal under this plan.

Projected Disposal Expenditure											
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**TOTAL**
Stormwater	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	**$0 M**

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from stormwater assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Risk Rating	Further actions	Forecast Risk Rating
Asset failure due to degradation	Prepare and implement Stormwater Management Plan (SMP) which addresses these issues. Two SMPs have been completed and endorsed. Align SMP outcomes with council's priorities matrix. Reactive CCTV inspection and condition rating of the Stormwater assets. Frequency analysis of asset performance and remaining useful life	Low	Proactive CCTV inspections of underground pipe network	Low
Asset service below technical and/or community levels of service		Low		Low
Asset not managed in an environmentally sustainable manner		Low		Low
Blockages within the network and /or reduced flow capacity	Proactive inlet cleaning & Street sweeping program. Proactive inspection of known 'hot spots' prior to major rain events.	Medium	Proactive CCTV inspections of underground pipe network	Low
The adoption of the Sturt River Stormwater Management Plan (in conjunction with Cities of Mitcham, West Torrens and Unley) will include a number of new projects to the Drainage Matrix	Work with internal and external stakeholders to review the recommendations for the Sturt River SWP	Medium	Review cost estimate of any proposed recommendations before endorsing the plan	Medium

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency, higher maintenance intervention levels, etc.

Critical assets have been identified, their typical failure mode and the impact on service delivery are as follows:

Critical Asset(s)	Failure Mode	Impact
Large pipe crossings under main roads	Road failure as a result of significant pipe damage	Commence proactive CCTV monitoring of stormwater network. Repair / replace high risk defects
Side entry pits, drain inlets and outlets	Blockages cause localised street and property flooding. Scouring downstream of drain outlets – erosion and watercourse bank collapse.	Regular cleaning of pits, inlets and outlets. More frequent cleaning of known 'hot spots'. Regular street sweeping to minimise amount of pollutants entering the drainage system
Box culverts and pipes	Collapse of asset	Commence proactive CCTV monitoring of the stormwater network. Repair / replace high risk defects

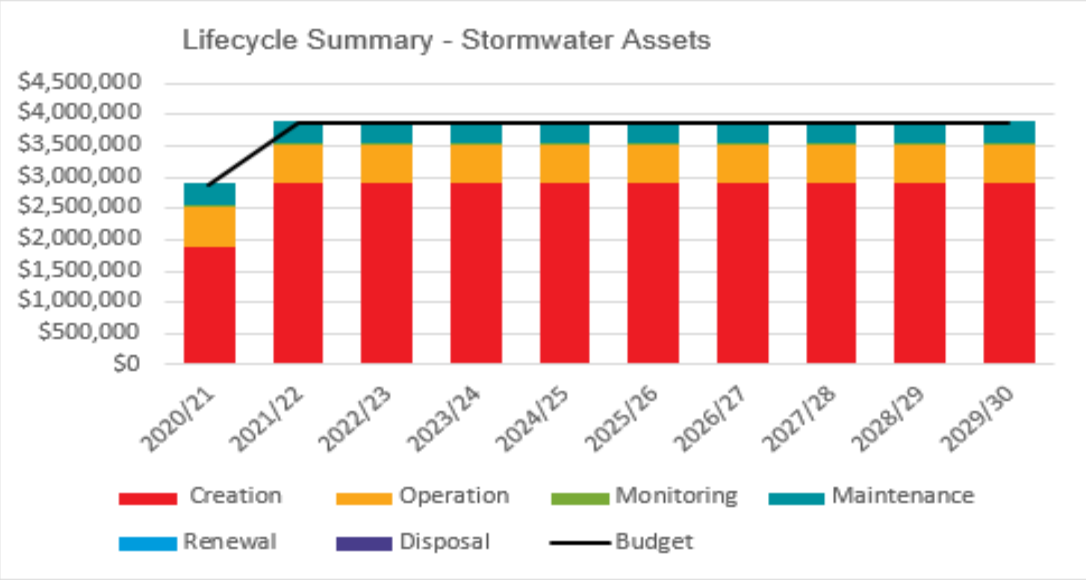
8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

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

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

Funding Strategy



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

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

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

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

Note that for 2020/1, $1M has been reallocated to the Water Treatment and Resources Asset Management Plan for the Lucretia Way Wetland project.

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The 10 year lifecycle cost for the services covered in this Asset Management Plan **is $38 M (average of approx. $3.8 M per year)** (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

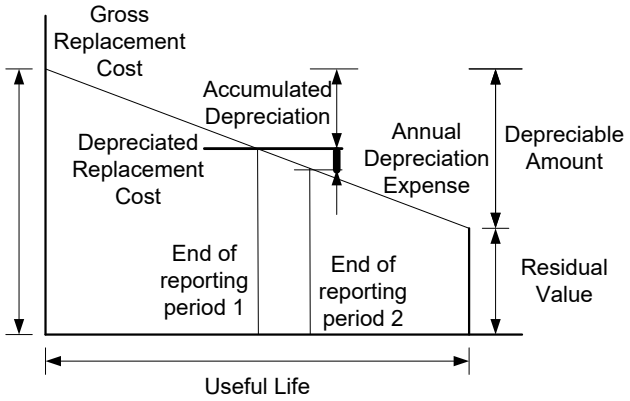
Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. Matching of lifecycle cost to lifecycle expenditure gives asset renewal of 100% to maintain the service potential of the stormwater drainage network at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability.

Appendix A contains council's budgeted expenditures accommodated in the Long Term Financial Plan.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below. As assets are replaced in line with Council's 10-year Renewal Program, the purchase price recorded on the asset register is considered to be adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	$214.23Ml
Depreciable Amount	$214.23M
Depreciated Replacement Cost	$173.65M
Annual Average Asset Consumption	$1.42M
Rate of Annual Asset Consumption	0.7 % (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal	100% (Capital renewal expenditure/Depreciable amount)

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

Key Assumptions	Risk of Change to Assumptions
The Long Term Financial Plan will not change over the planning period	Medium – When other SMP are endorsed this will require a review of the AMP and LTFP.
Drainage network overall condition is good to very good based on remaining life derived from age profile and current CCTV information (assuming 100 year useful life). If poorer condition drain lines are identified by future CCTV inspections, this will change the service life and introduce a renewal program	Medium
Climate Risk Assessments may impact asset useful lives	Medium
Community level of service expectations remain consistent	Low
No significant changes in legislation	Low
Assets are replaced on a 'like for like' basis	Low
The materiality threshold for assets is $5,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above a Materiality Threshold. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Trash Racks, Treenet Inlets and Pit Lids.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager Engineering, Assets and Environment	Ongoing
2	Undertake prioritised proactive annual CCTV surveys to inspect and assess the performance and condition of the stormwater assets to determine remaining useful life. Target 5% of network per year)	Asset Owner – Manager Engineering, Assets and Environment	Annual program
3	Civil review - Prepare Operations and Maintenance Management Plan for infrastructure. The plan to include service levels, inspection frequency, maintenance activities and response time.	Manager Operations	June 2021
4	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives.	Unit Manager Asset Solutions	June 2021
5	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle.	Unit Manager Asset Solutions	June 2021
6	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	June 2021
7	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
8	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
9	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager Engineering, Assets and Environment	November 2021 then annually
10	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Asset Owner – Engineering, Assets and Environment	November 2024
11	Prepare SMP for the remaining catchments - urban area abutting the Field River	Asset Owner – Manager Engineering, Assets and Environment	December 2026
12	Prepare SMP for the remaining catchments – east of the Sturt River	Asset Owner – Manager Engineering, Assets and Environment	December 2026
13	Continue to implement the two adopted Stormwater Management Plans over the 10-year planning period.	Asset Owner – Manager Engineering, Assets and Environment	June 2030

APPENDIX A: Budgeted Expenditures Accommodated in LTFP

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

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	TOTAL
2020/21	$1,900,000	$620,000	$30,000	$350,000	$0	$0	**$2,900,000**
2021/22	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2022/23	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2023/24	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2024/25	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2025/26	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2026/27	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2027/28	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2028/29	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
2029/30	$2,900,000	$620,000	$30,000	$350,000	$0	$0	**$3,900,000**
TOTAL	**$28,000,000**	**$6,200,000**	**$300,000**	**$3,500,000**	**$0**	**$0**	**$38,000,000**

APPENDIX B: Drainage Matrix

PROJECT	SOCIAL / POLITICAL							ECONOMIC			ENVIRO		TECHNICAL				PRIORITY SCORE		
	No. of Stakeholders	Stakeholder Activity	Alignment with other Initiatives	Requirements (legal / standards)	Publicity if not installed	Publicity if installed	Align with Council Objectives	Internal Business Impact	External Funding	Maintenance Cost	Retains / Detains	WSUD/ Clean Water	Performance	Prevent the Flooding	Replace an Ageing System	Crucial for the Area		Cost $ (000)	Funding - Marion/Holdfast
Crozier/Johnstone, Oaklands Pk	3	1	3	1	2	3	2	0	0	4	0	0	4	4	1	8	36	1,590	Marion
Berrima Rd (Pt2)	1	1	1	1	3	2	2	0	0	3	0	0	6	6	2	8	36	1,150	Marion
Melanto Tce, Marion	2	0	3	1	2	3	1	1	0	4	0	0	4	6	0	6	33	890	Marion
Warakila Road, Sheidow Park	1	2	0	1	2	1	1	1	0	4	0	0	4	6	2	4	29	320	Marion
Water course restoration Stage 2	1	0	1	1	0	1	1	0	2	2	2	4	4	4	2	4	29	250	Marion
Ayre St, Sth Plympton	2	0	3	1	1	3	1	1	0	4	0	0	4	4	0	4	28	390	Marion
Mercedes Avenue (Caprice Street), Hallett C	1	1	0	1	2	1	1	1	0	4	0	0	4	6	1	4	27	650	Marion
Railway Tce, Edwardstown	2	1	0	0	1	3	2	2	0	4	0	0	4	4	0	4	27	310	Marion
Shaftesbury Terrace (Laneway)	2	1	0	0	1	3	2	2	0	4	0	0	4	4	0	4	27	375	Marion
Woodlands Tce, Edwardstown	1	0	3	0	1	3	1	1	0	4	0	0	4	4	1	4	27	760	Marion
Warripaninga Wetlands	1	0	1	1	1	1	1	0	0	4	4	3	4	0	2	4	27	638	Marion
Shamrock Reserve WSUD	0	0	2	1	1	2	1	1	0	0	4	4	4	2	0	4	26	710	Marion
Dwyer Road, Oaklands Pk	2	0	3	1	1	3	2	1	0	4	3	0	2	4	0	0	26	700	Marion
English Avenue, Clovelly Park	1	1	1	1	2	1	1	1	0	4	0	0	4	6	0	4	25	300	Marion
Clark/Naldera, Glandore	2	0	0	1	1	3	2	0	0	4	0	0	4	2	0	6	25	1,100	Marion
Calauria/Bendigo Pl, Sheidow Park	2	0	0	1	1	3	1	2	0	4	0	0	4	0	2	4	24	190	Marion
Bandon Res (Shaftesbury), Marino - replacement	1	1	1	1	1	0	0	2	0	3	0	0	4	4	2	4	24	TBD	Marion
Lucretia Wetland, Hallett Cove	1	1	3	0	1	1	2	0	1	1	4	2	2	0	1	4	24	1,100	Marion
Oval Road / State Park Boundary drainage	2	1	1	1	2	0	0	2	0	3	0	0	4	6	1	0	23	48	Marion
Finnis Street, Marion	1	1	1	0	1	1	0	2	0	3	0	0	2	4	2	4	23	180	Marion
Stradbroke Ave WSUD, Plympton Pk	1	1	2	1	1	1	2	1	0	1	4	4	0	2	0	2	23	75	Marion
Struan Ave,Warradale	1	0	3	1	1	3	1	1	0	4	0	0	2	2	0	4	23	800	Marion
Bowden Grove, Oaklands Park	2	0	0	0	1	1	1	2	0	3	0	0	4	6	0	2	22	TBD	Marion
Calum Gr, Seacombe Heights	0	0	3	1	0	3	0	2	0	4	0	0	4	2	0	4	23	550	Marion
Bulter/Helmsdale, Glengowrie	1	0	0	1	1	3	1	1	0	4	0	0	2	4	0	4	22	710	Marion
Sub-Station, Shiedow Park	1	1	2	2	2	3	0	0	0	3	0	0	0	2	2	4	22	200	Marion
Tarranna Ave WSUD, Plympton Pk	1	0	3	1	0	2	2	2	0	1	4	4	0	0	0	2	22	90	Marion
Angas Crescent, Marino	1	1	0	1	2		0	1	0	4	0	0	2	6	0	2	21	20	Marion
Linwood Quarry and Golf Course Reuse / Lorenzin drain /Pine Ave Catchment project	2	0	1	0	0	0	1	0	0	0	4	2	4	2	0	2	20	1,200	Marion
Glade Crescent drain	1	0	2	0	0	1	2	0	0	2	0	0	4	2	2	4	20	90	Marion
Second Street Reserve drain, Hallett Cove	1	0	1	1	1	1	1	0	0	2	0	0	4	4	0	4	20	190	Marion
Harrow Road, Wattle Ave, Pine Ave GPTs	2	1	1	0	1	1	2	0	1	2	0	2	2	0	2	2	19	307	30% Marion
Mostyn Rd, Darlington	0	0	3	1	1	3	1	2	0	4	0	0	2	0	0	2	19	310	Marion
Yeelanna Ave, Seaview Downs	1	0	3	0	0	3	0	2	0	4	0	0	2	0	0	4	19	210	Marion
Dunluce St, Outfall	0	1	1	1	0	0	0	1	2	1	0	0	4	2	0	6	19	840	30% Marion
Edward St, Outfall	0	1	1	1	0	0	0	1	2	1	0	0	4	2	0	6	19	1,600	30% Marion
MCC Plaza ASR	0	0	1	0	0	1	1	0	0	0	3	4	4	0	2	2	18	200	Marion
Myer/Meadowvale, Sturt (Grandview Grove)	1	0	0	0	1	3	1	1	0	3	3	3	0	0	0	2	18	430	Marion
Rotorua Ave/Bowaka St, Park Holme	0	0	2	0	1	3	0	2	0	4	0	0	4	0	0	2	18	420	Marion
Fryer street Reserve, Hallett Cove	1	0	1	0	0	1	0	1	0	2	2	0	4	2	0	4	18	180	Marion
Davenport Tce, Seaview Downs	0	0	3	1	0	3	0	1	0	4	0	0	2	0	0	2	16	760	Marion
Kurrajong Pl, Seacombe Gdns	0	0	3	0	0	3	0	2	0	4	0	0	2	0	0	2	16	200	Marion
Truscott Ave, Seacombe Heights	0	0	3	0	0	3	0	2	0	4	0	0	2	0	0	2	16	140	Marion
Morphett Rd, Seacombe Heights	1	0	0	1	0	3	1	2	0	4	0	0	2	0	0	0	14	210	Marion
Gregory St WSUD, Seaview Downs	0	0	1	1	0	0	2	2	0	1	4	3	0	0	0	0	14	110	Marion
Aroona Road detention	0	0	0	0	1	0	1	2	0	0	4	2	2	0	0	2	14	70	Marion

PROJECT	SOCIAL / POLITICAL							ECONOMIC			ENVIRO		TECHNICAL				PRIORITY SCORE		
	No. of Stakeholders	Stakeholder Activity	Alignment with other initiatives	Requirements (legal / standards)	Publicity if not installed	Publicity if installed	Align with Council Objectives	Internal Business Impact	External Funding	Maintenance Cost	Retains / Detains	WSUD/ Clean Water	Performance	Prevent the Flooding	Replace an Ageing System	Crucial for the Area		Cost $ (000)	Funding - Marion/Holdfast
Barramindi Drive detention	0	0	0	0	1	0	1	2	0	0	4	2	2	0	0	2	14	70	Marion
Bombay St, Oaklands Park	0	0	1	0	0	0	1	1	0	4	0	0	2	2	0	2	13	310	Marion
Solo St, Warradale	0	0	1	0	0	0	1	1	0	4	0	0	2	2	0	2	13	350	Marion
Perry Barr Road / Kanowna Street drain, Hallett Cove	0	0	1	0	0	1	1	2	0	0	0	0	4	2	0	2	13	40	Marion
Laurence St, Dover Gardens	0	0	1	0	0	0	1	1	0	4	0	0	2	2	0	2	13	370	Marion
Travers Street, Sturt	0	0	3	0	0	1	0	2	0	2	0	0	2	0	0	2	12	490	Marion
Byre Avenue, Sturt	1	0	1	0	0	0	1	1	0	4	0	0	2	0	0	2	12	186	30% Marion
Lonsdale Highway swales	1	0	1	0	0	0	1	0	0	0	2	2	2	0	2	0	11	240	Marion
Kurnabinna Toe drain, Hallett Cove	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	110	Marion
Rogana Crescent drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	70	Marion
Balandra Street drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	80	Marion
Kalmia Court drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	80	Marion
Bounty Road drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	90	Marion
Dutchman Drive drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	50	Marion
Gretal Crescent drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	80	Marion
Grand Central Ave drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	80	Marion
Madeleine Crescent drain	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	80	Marion
Quintus Toe, Dover Gardens	0	0	0	0	0	0	0	1	0	4	3	0	0	0	0	0	8	400	Marion
Barndoo St GPT, Hallett Cove	0	0	0	0	0	0	0	0	0	2	0	0	2	2	0	2	8	100	Marion
TOTAL																		24,839	

KEY

SOCIAL / POLITICAL																ECONOMIC						ENVIRO				TECHNICAL							
0 - Low	0	0 - Low	0	0 - Not at all	0	0 - Low	0	0 - No	0	0 - Yes/High	0	0 - No	0	0 - Yes	0	0 - No	0	0 - Yes/Detailed	0	0 - No effect	0	0 - No effect	0	0 - Low/None	0	0 - No	0	0 - No	0	0 - No	
1	1	1 - Moderate	1	1 - Minor	1	1 - In part	1	1 - Possible	1	1 - Moderate	1	1 - In part	1	1 - In part	1	1 - Unlikely	1	1 - Regular	1	1 - Unlikely	1	1 - Unlikely	2	2 - Moderate	2	2 - Slightly	1	1 - In part	2	2 - Slightly			
2	2	2 - High	2	2 - In part	2	2 - High	2	2 - Moderately	2	2 - Possible	2	2 - Yes	2	2 - Na	2	2 - Likely	2	2 - By yearly	2	2 - Possible	2	2 - Possible	4	4 - High	4	4 - Moderately	2	2 - Yes	4	4 - Moderately			
3			3	3 - Yes	3	3 - Yes	3	3 - Na	3	3 - Na					3	3 - 50/50	3	3 - Not for 10 years	3	3 - Likely	3	3 - Likely	6	6 - Very High	6	6 - High			6	6 - High				
4															4	4 - Full	4	4 - Not at all	4	4 - Moderately	4	4 - Moderately	8	8 - Very high					8	8 - very High				
5 - High																			5	5 - Highly effective	5	5 - Highly effective												

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Front Cover Artwork
Title: Touch a Truck
Year: 2019

DRAFT Water Treatment and Resources Asset Management Plan 2020 - 2030

CITY OF MARION



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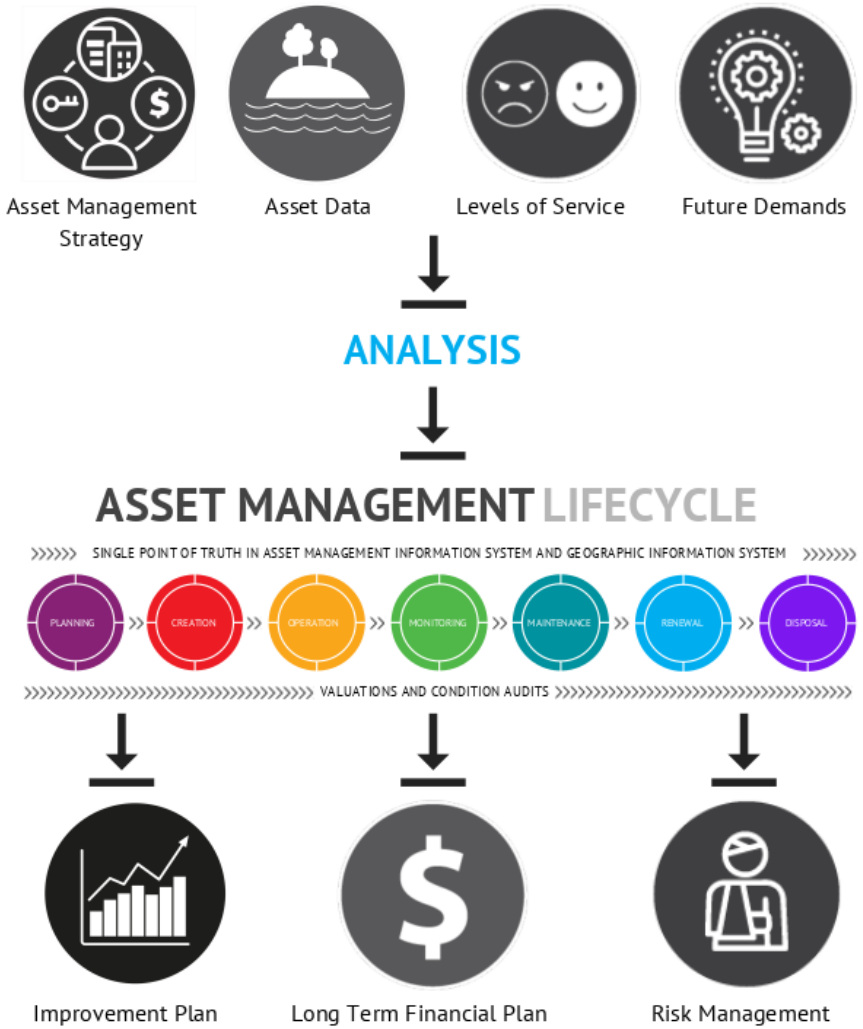
APPENDIX A: BUDGETED EXPENDITURE FOR LONG TERM FINANCIAL PLAN ...25

REFERENCES

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.

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1 - INTRODUCTION

What is this plan about?

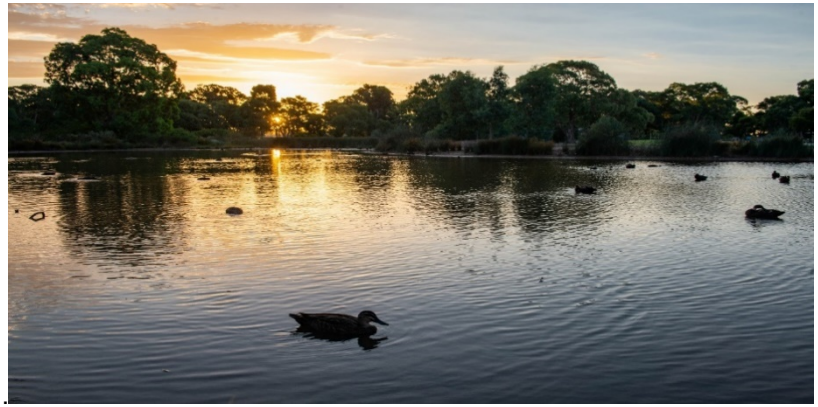
This Asset Management Plan (the Plan) defines the water resources, treatments and customer focused water services we provide, how they are provided, and the funding required to deliver water treatment and resource programs over 10 years.

This Plan is a first step towards improved asset management for our water resources. As such several improvements have been identified. In summary, the newer the asset class the better understanding of the cost to manage the asset, due to the higher confidence in the data used to drive the Plan. This is as expected and typical of Asset Management Plans. Proceeding versions of the Plan will be informed by the improvement actions identified during the drafting of this first[t] step.

The City of Marion uses a range of water treatments and resources/assets to maximise water harvesting capacity and improve water quality across the City. Council also aims to reuse alternative water, as well as minimising the use of potable water.

The Plan focuses on the following:

- **Oaklands Aquifer Storage and Recharge** (ASR) scheme, including the Recycled Stormwater Distribution Network.
- **Healthy Wetlands, Rivers and Creeks** Wetlands (including Warriparinga and Glade Crescent), Rivers and Creeks within Marion.
- **Water Sensitive Urban Designs (WSUDs),** detention/retention basins, raingarden and tank storage.
- **Groundwater Bores** (and conveyance pipes).



Oaklands Wetlands at Sunset

The wetlands are a “water farm” capable of treating up to 400ML of stormwater per year.

Treated stormwater is stored underground in the natural aquifer, providing a reservoir for summertime irrigation demands within the City of Marion

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation/purchase, renewal and disposal).

What will we do?

A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of the assets which deliver safe and sustainable services to the community. Council will continue to invest in these assets as cost effectively as possible while considering beneficial advancements in technology. Our management of our Water Resources demonstrates the benefits of using well established and proven technologies and practices whilst investing in relatively low risk innovation to deliver best practice.

This Plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council approval and or prioritisation based on community needs.

Council recognises that climate change is likely to affect asset life and functionality. The management of our water resources assets ensures Council is an environmentally sustainable champion and that our assets are more resilient to climate change.

What can you do?

Better understanding of community needs can help Council improve user experience, attract more users and inform decision making in providing services more efficiently. Council has identified this as an area for improvement regarding Water Resource Management. An action to develop community levels of service has been incorporated into the Improvement Plan.

Council would encourage feedback on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community, within available funding.

2- EXECUTIVE SUMMARY

WATER TREATMENT AND RESOURCES ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Oaklands Wetlands Aquifer Storage and Recharge Facility / Distribution Network - Gross replacement cost $7.65M
Healthy Wetlands, Rivers and Creeks - Gross replacement cost $6.40M
Water Sensitive Urban Designs - Gross replacement cost $5.01M
Groundwater Bores - Gross replacement cost to be identified during 2020/21

Reliable to uncertain asset data

What it will cost over the 10-year planning period



Renewal	$2.46M
Operation and Maintenance	$7.09M
Total	$9.55M

Levels of Service



- Comply with all relevant Acts, Legislation and Standards
- Comply with all Permits, Licences, Authorisation and Codes of Practice
- Perform duties within Council Delegations
- Operate in accordance with manufactures instructions and maintenance manuals
- Deliver on community expectations within allocated budgets

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management



Detailed Risk Assessment and Risk Register

Funding levels are sufficient to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring



- Environmental Sustainability and Drought Reaction
- Grant Opportunities, Technology and Improvement Initiatives
- Legislation including State-led Water Allocation Plans
- New Customers, Scheme Expansion and New Distribution Network

Improvement Plan



- Improve data confidence
- Create a depreciation and fixed/variable cost model
- Develop a Long-Term Financial Planning model
- Develop Annual Replacement/Renewal Program and increasing level of detailed budgeting

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high-performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Plan is a dynamic document reflecting and responding to changes over time. It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This Plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. Furthermore, it is driven by the Water Business Unit. It is treated as a single point of reference and source of truth regarding managing our Water Resources. Subsequent versions of this Plan will be informed via the Improvement Plans identified when preparing this Plan and as Council implements a new IT Platform for future asset management. This will result in improved granularity of data, comprehensive, accurate and complete asset registers and improved short and medium-term financial management.

Areas for improvement in identifying, valuing and maintaining assets within the Water Business have been identified. Historically, this resolution was unclear as assets have been managed across several Departments within Council and across general budget lines. The Plan now captures our Water Resources as a single entity, enabling the opportunity for holistic, fully funded, efficient management of our Water Resources.

Implementation of the Plan is funded by the Long-Term Financial Plan and Annual Business Plan.

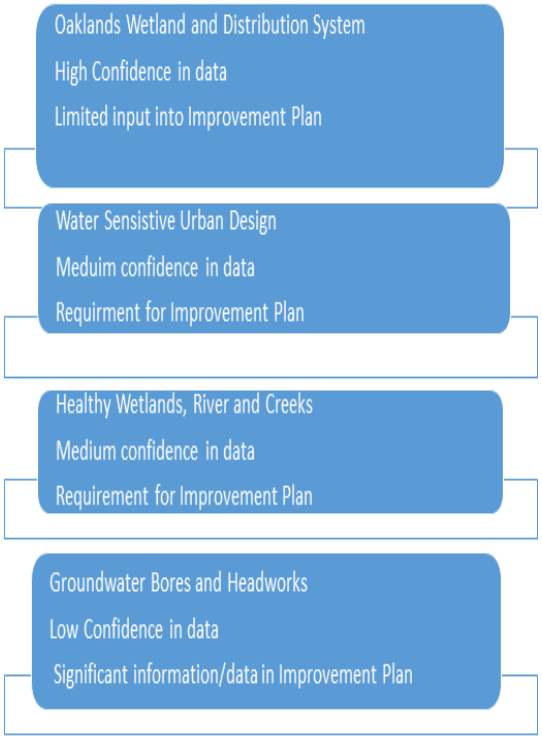
The effectiveness of the Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity.

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council. Council owns all its stormwater assets, except for some reaches in Creeks and Rivers.

Defined Scope of Plan



	Quantity	Replacement Value (effective May 2020)	Average Age	Useful Life
Oaklands ASR Scheme and Distribution Network	1	$7.65M	30 years	Varies according to class of asset.
Healthy Wetlands, Rivers and Creeks	2 main wetlands and approximately 24 km of water courses	Future costs for natural assets are to be calculated in relation to erosion and general maintenance issues. Valuation data for known assets $6.4M (Warriparinga & Glade Wetlands)	Varies	Depending upon level of engineering control/service level set.
Water Sensitive Urban Design (WSUD) Infrastructure	75 site locations, numerous WSUD per site.	Valuation data for known assets $5.01M. Most WSUD are identified in the asset register, although some gaps exist. Further work on costings is required in the Improvement Plan	Varies	Depending upon level of engineering control/service level set.
Groundwater Bores and Headworks/pipes	13 including the following components. • Bore Well • Bore Lining • Bore Electrical Head-works • Bore Pump • Bore Pipe	Only a few G/W wells are identified in the asset register. Further work is required to improve the data and costings. Valuation data for all assets is not understood at this time.	Varies	Depending upon level of engineering control/service level set.

Data Quality

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

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

Data confidence is assessed as reliable to uncertain (confidence grade is classified as B for Oaklands ASR Scheme but C for other asset classes within the Plan.

During the analysis stage of producing this Plan it was identified that one of the improvement actions is to provide further focus on whole of life asset management for Council's WSUD assets and Groundwater Infrastructure.

In addition, increased focus on asset management of River and Creeks is required. Historically, these assets were managed in the general portfolio of assets within several Departments within Council, without dedicated costings that were linked to valuation or asset condition.

5 - LEVELS OF SERVICE

Community Levels of Service

Water Treatment and Resources assets enable Council to deliver services to the community and our customers. The following table demonstrates how the Water Treatment and Resources assets assist in achieving Community Levels of Service.

	Community Level of Service	Achieved By
Safety	No preventable injuries to staff or members of the public.	Applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled. Safety in Design approach is used during planning. Assets are risk assessed to ensure safe use within the community, and by contractors, staff and visitors. Experienced and competent workforce (internal and contracted).
Quality	Operational requirements are safely and effectively met.	Assets are managed and maintained to best practice industry standards. Typically, this is measured by: • Customer Events (CES) Reports. • Programmed inspections/maintenance. • Asset condition assessments. • Annual internal/external water demands planned and quantified in advance. • Regular meetings to discuss actuals vs. forecast. • Application of public procurement practices. • Excellent Contract Management. • Internal and External audits
Function	Provide sufficient assets to undertake council works to meet Levels of Service	Specification for assets meets service level requirements, safety standards and fit for purpose criteria assessment. Council Standards and Specifications for works. Provision of environmentally and economically effective water resources and infrastructure network.
Capacity	Availability of appropriate assets	The operational philosophy has been to design and construct systems, infrastructure and procedures to be modular. This future-proofs machinery, plant and equipment, along with supporting systems of work to respond to changing legislative environments and commercial opportunities. It also ensures that assets are only built and operated when required, reducing capex and operating expenditure until it is required, and increases useful life by not having stranded or assets not used.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment	The natural environment is recognized and valued. The Long Term Financial Plan considers investment in ground and surface water protection, enhancing streetscape by incorporating rain gardens and other WSUD and our significant wetlands to achieve this goal. Groundwater injection and extraction systems are managed under strict operating conditions. Compliance with permits/licenses is considered essential.

Council uses a range of activities to engage with the community and stakeholders on these services, such Social Media, Community Workshops and Meetings, Education Services, website and via our Elected Members. The organisation has not carried out specific research on customer expectations for Water Treatment and Resources assets. This will be investigated for future updates of the Plan.

Technical Levels of Service

Technical levels of service determine the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed Levels of Service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates the Technical Levels of Service for water treatment and resources assets.

Technical Level of Service	Achieved By
Planning in line with Asset Management policy principles and an optimal 10 year asset replacement program	Assets planned through the development and eventual Council endorsement of "opportunity specific" business cases. Business as usual for Oaklands wetland complies with the S48 Report for Water Resources and other relevant Council Resolutions. Assets are provided to meet design standards where these are available. Annual Renewal Budget developed, and Long-Term Financial Plan updated.
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Assets created to improve or upgrade a level of service through annual review. All procurement follows the City of Marion Procedure with asset specification and business requirements defined and General Ledger Fixed Asset Control Accounts updated.
Operation of an asset in the manner it was designed to be used for	Safe Work SA's Code of Practices followed. Service schedules are based on manufacturer and technical standards. Routine planned maintenance. Reactive maintenance. Some assets are managed to failure (bore pumps). Asset modification/enhancement may be considered to deliver added value/innovation.
Monitoring utilisation and recording asset downtime	Hours run reports. SCADA logs and environmental data sets collected and reviewed within Environmental Database. Monthly and annual Reporting. Annual calibration.

Maintenance of assets in line with a long-term asset sustainability index averaging 95-100%.	Quick response time to repair and maintain via contractors. Regular repair / upgrade to maintain structural integrity and safe systems of work.
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets renewed through Replacement Programs. Annual Replacement Program Budget developed, and Long-Term Financial Plan updated.
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements including Council's Disposal of Land and Assets Policy.

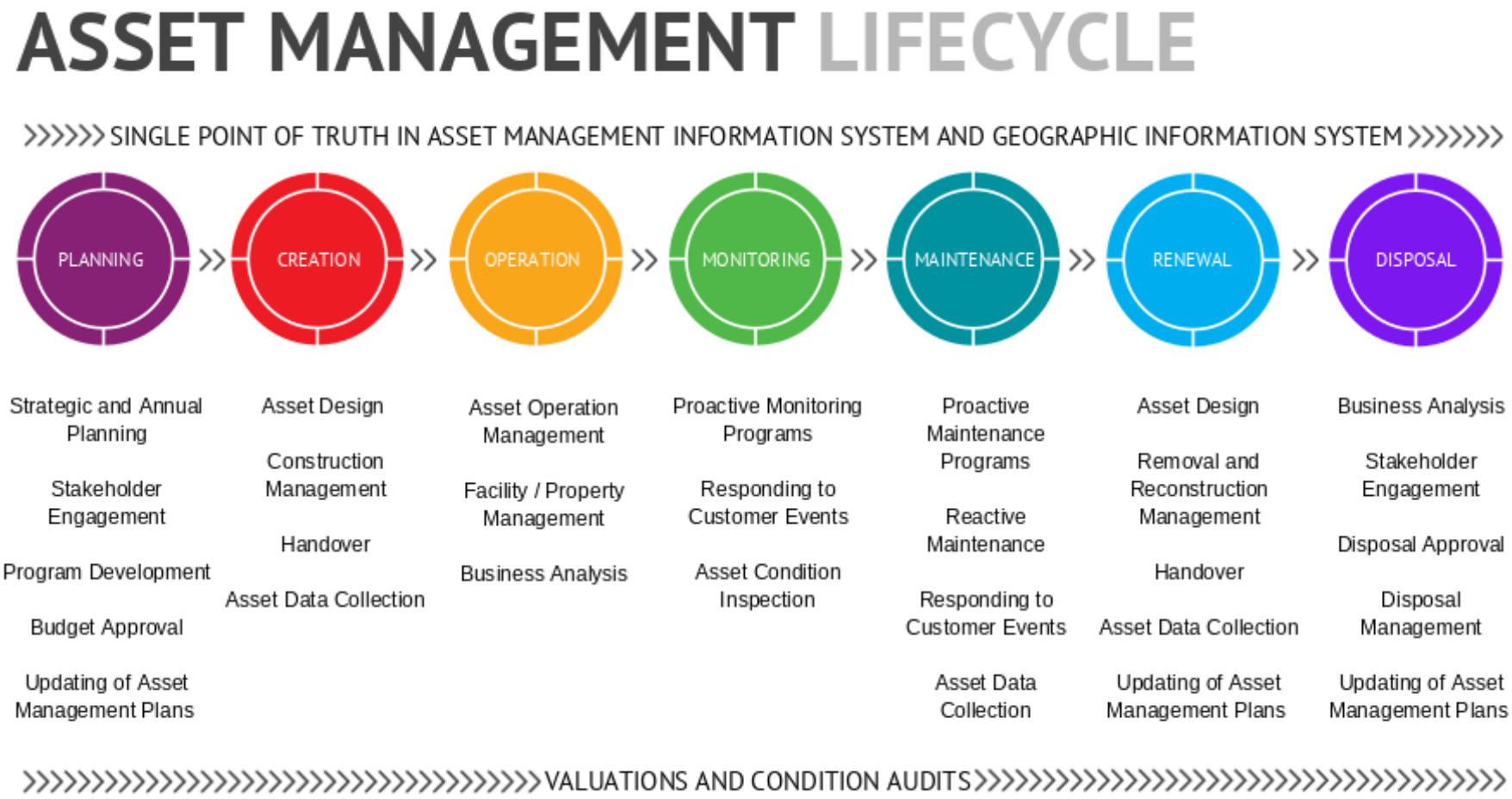
Legislative Requirements

Council considers the following legislative framework in the management of Water Resource assets.

Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Coastal Protection Act 1972	Establishes Council's responsibility for the day-to-day maintenance of beach and coastal facilities
Development Act 1993	Sets development and building approval and requirements to control stormwater from developments
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability
Environment Protection Act 1993 (Marine and Water Quality)	Provides guidelines for protection of the environment, related areas and legal obligations relating to stormwater pollution protection
Environment Protection (Water Quality) Policy 2015	Provides the structure for regulation and management of water quality in South Australian inland surface waters, marine waters and groundwaters
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long Term Financial Plan
Local Government (Stormwater Management) Amendment Act 2007	Establishes the Stormwater Management Authority which facilitates and coordinates stormwater management planning in councils
Natural Resources Management Act 2004	Defines the natural resource management requirement to manage catchments including stormwater
Relevant Australian Standards	Establishes standards relating to requirements to inspect and certify cranes, elevated work platforms and lifting devices
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are “looked after”, both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services or reduce risk of downtime.
- Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset.
- Whole of life costs when making buying decisions.
- Design standards where these are available.

The capital works program is based on an analysis of the drivers for supply, as well as the outcomes of condition appraisals and maintenance plans. Where assets are deemed to be under capacity, in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required. This Plan quantifies the amount of funding required for capital over the next 10 years as well as identifying areas for improvement that may also need additional funding, pending further analysis.

Future Trends

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset need, useful life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has a high impact on our water treatments and resources assets. We will continue to consider climate change impacts within standard asset replacement processes.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets. Demand management practices include non-asset solutions, addressing risks and managing failures.

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

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes and council amalgamations.	Change in services or service levels.	Approved business case and annual review of the Asset Management Plan.
Social	Changing community demographics, needs and expectations.	Change in services or service levels.	Measuring and monitoring community expectation. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Being a smart organisation that uses data to drive decision-making.	Drive efficiency through new techniques and practices.	Utilisation based asset maintenance and renewal.
Environmental	Reduced rainfall and increased intensity of rainfall events.	Decreasing water supply and increasing demand. Increased onsite and catchment water treatments and resources reuse. Changes to parks and gardens planting due to water restrictions.	Utilisation based asset maintenance and renewal.
Environmental	More frequent intense heatwaves and increased temperatures.	Community demand for a higher level of amenity (particularly irrigated green space) during summer months. Legal need to protect and enhance ground and surface water resource.	Utilisation based asset maintenance and renewal.
Environmental	Erosion and flooding of coastal areas due to sea level rise.	Impacts on coastal environment, reduction in water treatments and resources overfall capacity, water treatments and resources capture and reuse infrastructure.	Utilisation based asset maintenance and renewal.
Relationships	Collaboration between Cities of Marion, Holdfast Bay, Mitcham, Unley, West Torrens, Charles Sturt and Port Adelaide Enfield. Testing community levels of service.	Shared responsibility for catchment management. Ability to deliver services at a higher operational level. Flood mitigation/Regional stormwater harvesting potential. Improve understanding of costs and capacity to maintain current service levels.	Adopting best practice principles across all three councils to deliver best value. Stormwater Management Plans. Continue to analyse the cost of providing service and the capacity to fund at the current level of service.
Legal	Regulated controls on quality of water discharging into river and marine environment and increased water treatments and resources reuse.	Increase in infrastructure to control pollutants, capture and reuse water resources.	Establish compliance registers for key assets. Assess the compliance requirements and gaps.

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operates and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Water Treatment and Resources assets provide opportunities for recreation, environmental, social and amenity outcomes. Using wetlands to treat stormwater for reuse enables multiple outcomes, such as recreational activities like walking and cycling, picnics, bird watching and species diversity and abundance.

Operation includes the costs and activities to maintain the operation of an asset e.g. electricity costs to power pumps, insurance premiums, depreciation, fuel and staff costs. Maintenance programs are normally focused on industry best practice, legislative requirements and design specifications.

Proactive or planned maintenance is work that is identified and managed through a maintenance management system. Activities include inspection, undertaking scheduled servicing, assessing the condition against failure/breakdown, prioritising of works, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Reactive or unplanned maintenance is reactive repair work which is carried out in response to failure of an asset e.g. breakdown, accidental damage, safety repairs (non-scheduled servicing) etc. Assessment and priority of reactive maintenance is undertaken by staff assessing risk, using experience and sound judgement to minimize downtime.

Year	Operations and Maintenance Budget ($000)
2020/21	$709
2021/22	$709
2022/23	$709
2023/24	$709
2024/25	$709
2025/26	$709
2026/27	$709
2027/28	$709
2028/29	$709
2029/30	$709
Total	**$7,090**

The cost profile for the Oaklands ASR Scheme is based on the current business as usual model. This assumes current supply volumes are maintained for the duration of the planning period. In the event new demands are identified, a Business Case will be presented to Council. The intent is to ensure, as a minimum, the extra supply costs are charged out, to deliver income or a cost neutral position for Council.

Operations expenditure is impacted predominantly by depreciation costs, with power costs contributing significantly. Regarding the high-power costs for Oaklands ASR scheme, Council has approved additional solar panels at City Services to off-set future electricity costs at Oaklands, once pay back periods expire.

Proactive maintenance work is estimated at 80% of total maintenance expenditure. Current maintenance expenditure levels are not considered to be adequate to meet required service levels for some asset classes within the scope of this plan. Funding gaps were identified as part of the financial analysis of the water resources portfolio. Improvement actions have been identified.

The forecast operating and maintenance costs are a first cut analysis that collate all costs of all asset classes considered in this plan. Outcomes from the Improvement Plan process will, in future versions of this Plan, update these numbers with greater certainty. For example, costs will be identified to operate assets not currently on the valuations register.

They include the salary of the Water Resource Coordinator, who is responsible for all asset classes covered in this Plan. Future versions of the Asset Management Plan will allocate percentages of the salary and other overheads to specific asset classes within the plan for improved cost management. This higher resolution cost allocation process is identified as an action within the improvement planning process.

Asset condition

Council assesses the condition of its Water Treatment and Resources assets through a range of planned activities including:

- Routine visual inspections.
- Maintenance Reports.
- Safety and Operational Audits.
- Valuation inspections.

Condition is measured using a 1 – 5 grading system

Condition	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Repairs are undertaken as and when identified. Some asset classes such as bore pumps are managed to failure. Asset Condition Assessments are required for some asset classes within the Plan. This need will be covered via the improvement plan process.

ASSET RENEWAL AND DISPOSAL

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure resulting in additional future operations and maintenance costs. Council will plan capital renewal projects to meet level of service objectives and minimise infrastructure service risks.

The capital renewal program is based on an analysis of the drivers for supply, as well as the outcomes of condition appraisals and maintenance plans. Where assets are deemed to be under capacity, in the wrong place, not cost effective, lacking functionality, not maintainable or in poor condition, an injection of capital funds may be required. No significant asset has been identified to be suitable for disposal under this plan.

Asset renewals are generally on a like-for-like basis, with normal capability and capacity being replaced. The costs will be accommodated in the Long-Term Financial Plan and are summarised below:

	***Projected Capital Renewal and Replacement Expenditure* ($000s)**										
	2020/21	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**
Healthy Wetlands, Creek and River	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$2,000
Warriparinga Pond Edging			$40								$40
Hugh Johnson Reed bed / Macrophyts from Detention basin			$34								$34
Cove Road Reed bed / Macrophyts from Detention basin on			$41								$41
South Road Reed bed / Macrophyts from Detention basin				$41							$41
Oaklands Distribution pump1				$40							$40
Oaklands Distribution pump 2					$40						$40
Warriparinga New Bore and			$150								$150
Oaklands Distribution pump 3								$40			$40
Oaklands ASR 3 Groundwater Pump								$30			$30
TOTAL	**$200**	**$200**	**$465**	**$281**	**$240**	**$200**	**$200**	**$270**	**$200**	**$200**	**$2,456**

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from Water Treatment and Resources assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Asset failure resulting in significant adverse environmental impact	Appropriate Procurement and Contract Management practices. Experienced, competent staff and contractors. Safety in Design. Maintenance manuals comply with best practice and manufacturers standards. Asset Inspections and testing. Risk Assessments	Medium	Tracking innovation and best available techniques. Lessons sharing via Managed Aquifer User Group. Legal horizon scanning.	Low
Operator failure resulting in significant adverse environmental impact	Experienced, competent staff and contractors Asset inspections and testing Planned Maintenance	Medium	Integrate asset management plan with environmental management plan, reviews and audits.	Low
Asset service below technical and community levels of service	Near miss report Customer Events Asset Inspection and testing Regular planned maintenance	Medium	Integrate asset management plan with environmental management plan, reviews and audits	Low
Asset not managed in an environmentally sustainable manner	Power Supply Contract Solar Offset project (located at City Services). Night time irrigation supply, Aquatic and riparian vegetation control Fish Management Water Level/pressure/quality Monitoring and reporting	Medium	Adequate relevant on-going training and education. Mar User Group lessons learnt Continuation of applied research	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

Critical assets and the impact on service delivery have been identified as follows:

Critical Asset(s)	Impact of Failure / Service Deficiency
The Oaklands Wetlands Aquifer Storage and Recovery Scheme is considered holistically as a critical asset. It is designed, built and operated to deliver a sustainable alternative source of water. Historically a significant number of parks and gardens/ovals and bowling greens were irrigated using potable water.	Higher Costs to irrigate Public Open Space. Pollution of Groundwater Resource. Reputation and Political risks.
Groundwater Bores and conveyance pipes.	Higher Costs to irrigate Public Open Space. Pollution of Groundwater Resource. Reputation and Political risks.
Heathy Wetlands, River and Creeks	Higher Costs to irrigate Public Open Space. Pollution of surface water Resource. Reputation and Political risks.

A variety of risk management actions are undertaken to eliminate/minimise the potential impact on Council's services including:

- Adopting additional inspection, testing and maintenance activities associated with these critical assets.
- Assessment of required service level expected by community.
- Improved Valuation data.
- Increased level of understanding of whole of life costs.

8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

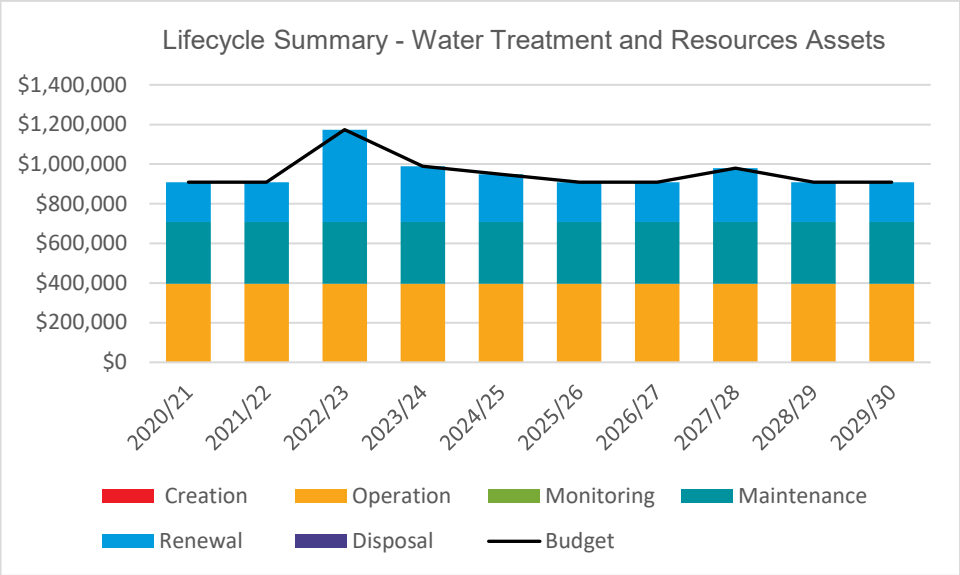
Financial Statements and Projections

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

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

The improvement plans will increase the registered assets within the scope of this plan. The valuation data will record new assets and new balance sheet costs. The increased identified costs will be incremental and managed so ensure no shocks to the systems. Valuation data will be progressively improved over several years. Bottom up budgeting will smooth budget curves and savings will be identified through efficiencies and economies of scale.

Funding Strategy



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

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

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

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

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life-cycle cost covered in this Plan include the operating and maintenance component of **$0.763M.** per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

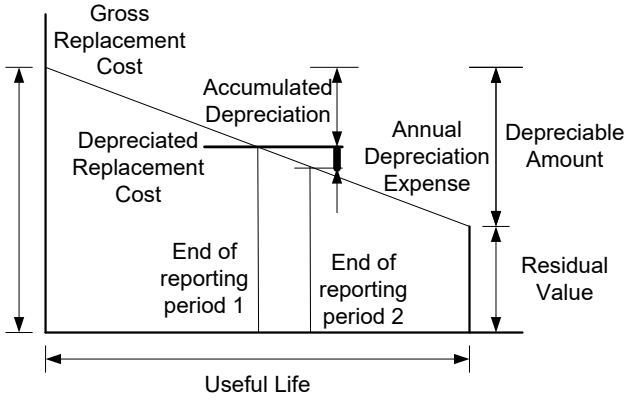
Lifecycle costs can be compared to llife-cycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The Lifecycle expenditure over the 10-year planning period is **$1.0M** per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

The matching of lifecycle cost to lifecycle expenditure gives asset renewal of 100% to maintain the service potential of the assets at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below. As assets are replaced regularly in line with Council's 10-year Water Treatment and Resources Replacement Program, the purchase price recorded on the asset register is adequate. If any significant changes are required to the registers these are made accordingly.



Gross Replacement Cost	**$19.06M**
Depreciable Amount	**$19.06M**
Depreciated Replacement Cost	**$15.07M**

Annual Average Asset Consumption **$0.27M**
Rate of Annual Asset Consumption - Average **2%** due to long lived assets (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal is **greater than 100%**

Capital renewal expenditure vs depreciation is an interesting exercise as many assets are long lived assets and have minimal depreciation (2%). Asset renewal is a better guide of true cost of holding assets as some major items will not be replaced in one 10-Year cycle. Other significant assets do require renewal within the 10-year cycle.

In 2020 Council will renew assets at **>100%** of the rate they are being consumed and will be increasing its asset stock by **0%** in the year.

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

Key Assumptions	Risk of Change to Assumptions
The data is based on valuation information rather than specific condition data so renewal estimates may not be accurate	Medium
The Long Term Financial Plan will not change over the planning period	Medium
Climate Risk Assessments may impact asset useful lives	Low
Community level of service expectations remain consistent	Low
No significant changes in legislation	Low
Plant and equipment are replaced on a 'like for like' basis	Low
Plant and equipment are replaced based on meeting utilisation thresholds	Low
The materiality threshold for plant and equipment is $10,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above a Materiality Threshold. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline
1	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
2	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager, Engineering, Assets and Environment	Ongoing
3	Oaklands Wetlands ASR Scheme; provide greater resolution in Asset Register/Valuation sheet, whole of life cost model, cash flow and Business Analyst Tools.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
4	Reconcile all WSUD assets within Valuation Sheet and Operational Maintenance inventory. Assign values for maintenance and replacement and asset life/residual value. Create a depreciation and fixed/variable cost model.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
5	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives.	Unit Manager Asset Solutions	June 2021
6	Reconcile all Groundwater Bores/Headworks assets within Valuation Sheet and Operational Maintenance inventory. Assign values for maintenance and replacement and asset life/residual value. Create a depreciation and fixed/variable cost model.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
7	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Water Resource Assets can reduce carbon emissions for Council operations by 2030.	Asset Owner – Manager, Engineering, Assets and Environment	June 2021
8	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle	Unit Manager Asset Solutions	June 2021
9	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
10	Annual review of KPIs and benchmarks aligned to Asset Management Strategy	Unit Manager Asset Solutions	June 2021 then annually
11	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager, Engineering, Assets and Environment	November 2021 then annually
12	Develop community levels of service targets.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022

13	Reconcile all Wetlands, River and Creek assets within Valuation Sheet and Operational Maintenance inventory. Assign values for maintenance and replacement and asset life/residual value. Create a depreciation and fixed/variable cost model.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
14	Develop a Long Term Financial Planning model for the Water Business to consider cost of capital, operations and maintenance, cash flows, Net present values and Return on Investment decision making.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
15	Annual Replacement/Renewal Program and increasing level of detailed budgeting (bottom up) developed in successive versions of the Asset Management Plan for all asset classes.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
16	Develop detailed bottom up budgets for all asset classes that identifies Operations and Maintenance costs and pro-active and reactive costs.	Asset Owner – Manager, Engineering, Assets and Environment	June 2022
17	Calculate Asset Renewal Funding Ratio at Asset Management Plan level to better understand service delivery sustainability.	Unit Manager Statutory Finance and Payroll	June 2023
18	Explore alternative asset management systems to monitor servicing schedules and record maintenance activities undertaken.	Subject Matter Expert – Water Resources Coordinator	June 2024
19	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Asset Owner – Manager, Engineering, Assets and Environment	November 2024

APPENDIX A - Budgeted Expenditures Accommodated in LTFP

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

WATER TREATMENTS AND RESOURCES

Financial year ending	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000	
Expenditure Outlays included in Long Term Financial Plan (in current $ values)											
Operations											
Depreciation **budget**	$256	$256	$256	$256	$256	$256	$256	$256	$256	$256	
Management **budget**	$141	$141	$141	$141	$141	$141	$141	$141	$141	$141	
AM systems **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Operations	**$397**	**$397**	**$397**	**$397**	**$397**	**$397**	**$397**	**$397**	**$397**	**$397**	
Maintenance											
Reactive maintenance **budget**	$62	$62	$62	$68	$62	$62	$62	$62	$62	$62	
Planned maintenance **budget**	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	
Specific maintenance items **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Maintenance	**$312**	**$312**	**$312**	**$312**	**$312**	**$312**	**$312**	**$312**	**$312**	**$312**	
Capital											
Planned renewal **budget**	$200	$200	$465	$281	$240	$200	$200	$270	$200	$200	
Planned upgrade/new **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Non-growth contributed asset value	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Capital	**$200**	**$200**	**$465**	**$281**	**$240**	**$200**	**$200**	**$270**	**$200**	**$200**	
Asset Disposals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Est Cost to dispose of assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Carrying value (DRC) of disposed assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Disposal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
TOTAL	**$909**	**$909**	**$1,174**	**$990**	**$949**	**$909**	**$909**	**$979**	**$909**	**$909**	

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Front Cover Artwork
Title: Oaklands Wetlands

DRAFT Buildings and Structures Asset Management Plan 2020 - 2030

CITY OF MARION



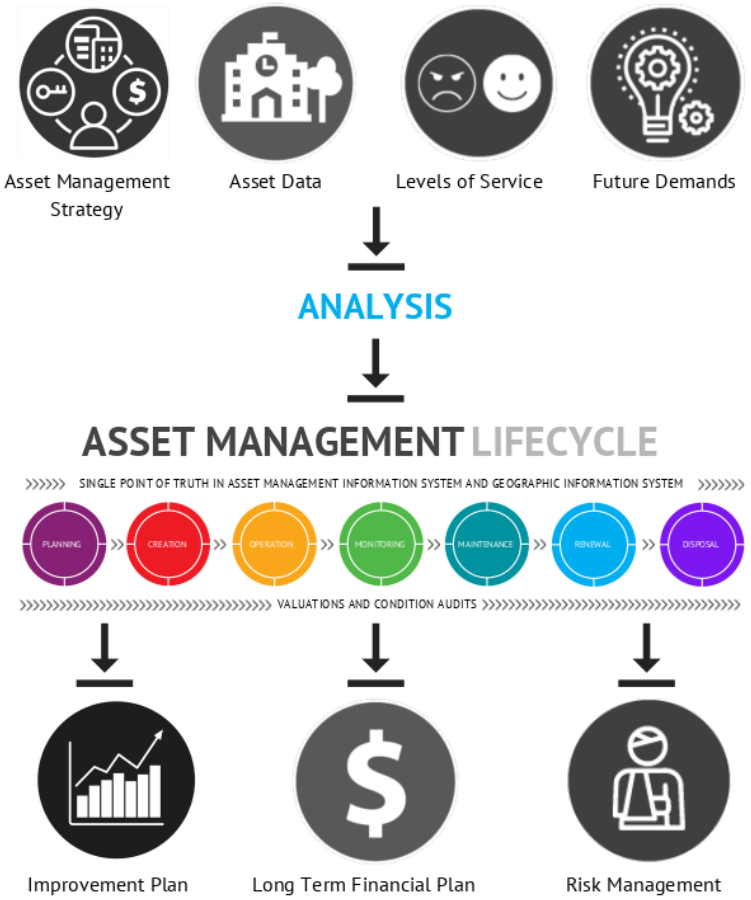
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1 - INTRODUCTION

What is this plan about?

The City of Marion's Buildings portfolio consists of four groups of building assets which are distinguished by their service delivery function and leasing arrangements.

The **Administration and Operations** group house or serve as the base for council's core services. They are purpose built assets and are fully owned and occupied by Council.

These sites comprise:

- Council Administration located at 245 Sturt Road, Marion.
- City Services located at 935 Marion Road, Mitchell Park.
- Southern Depot at 4 Majors Road, Trott Park.

The services delivered from these sites include:

- Council Chambers for accommodation of the formal decision-making operations of Council through its Council Members.
- A customer interface with Council residents and property holders.
- Accommodation of the executive staff of council to undertake their executive management duties.
- Accommodation of the regulatory functions of Council defined in the Local Government Act and other Acts which devolve regulatory roles to local government.
- Accommodation of staff and operations aimed at facilitating the health, economic and social wellbeing of the City of Marion community through services and public assets distributed across the City.
- Accommodation of staff and equipment to perform those roles across the community.

The City of Marion delivers a range of **community services** directly and through supporting the operations of community groups throughout the council area. These services are delivered through:

- Libraries
- Community centres
- Community halls

The services delivered from these sites include:

- Library services
- Community support services
- Community education
- Community health and wellbeing services
- Community meeting facilities
- Community common interest facilitation

The City of Marion facilitates organised **Sport and Recreation activities** in the community, in a range of sports, through providing playing facilities and associated change rooms, clubrooms and function spaces. These are made available through ongoing leases to sporting and community clubs.

The City of Marion owns a number of buildings which are leased to commercial enterprises or the State Government for the delivery of services independent of the mandated services Local Government provide, these include:

- Residential care accommodation (Abbeyfield House)
- Kindergartens and Childcare centres
- Café (Boat Shed Café, Heron Way Hallett Cove)
- Marion Golf Course

What is asset management?

Asset management is about how assets are “looked after”, both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation, renewal and disposal).

What will we do?

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

This plan has been aligned with Council’s Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to make our assets more environmentally sustainable and resilient to climate change.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently. Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

BUILDINGS AND STRUCTURES ASSET MANAGEMENT PLAN EXECUTIVE SUMMARY

Assets covered by this plan

Administration and Operations Buildings
Community Services Buildings
Sports and Recreation Activities Buildings
Buildings Leased to Commercial Enterprises

Gross replacement cost $141.8M
Uncertain asset data

What it will cost over the 10-year planning period

Creation		$4.871MRenewal
	$20.048M	
Operation		$17.72M
Maintenance		$8.72M
Total		$51.769M

Further expenditure over the 2020-30 period will be added following the City Property Portfolio Review

Levels of Service

- Provide safe facilities for all occupants whether they be staff, community members or visitors
- Provide quality infrastructure and facilities that are fit for purpose
- Regular upkeep and security of buildings
- Efficient use of water, energy and other resources essential to building operation

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management

Controls manage the major risk of a renewal funding shortfall

Funding levels are sufficient to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring

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

Improvement Plan

- Measure utilisation to drive data driven decision making around future planning and service provision.
- Undertake City Property Portfolio Review
- Better define roles to align with the Asset Management Lifecycle
- Review capabilities and supporting systems of the listed Critical Assets to ensure emergency role can be fulfilled
- Apply ESD Guidelines for New Buildings and Refurbishments and a Sustainable Building Maintenance Guide

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan reflects and responds to change. It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy.

It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council.

The Buildings and Structures assets in their current form are listed as follows:

Service Grouping	Asset Category	Quantity	Net Floor area M2	Comments
Administration and Operations	Buildings	6	7552	Source Sproutt BCA
	Sheds	8	522	Source Sproutt BCA
Community Facilities	Buildings inc, Libraries, Neighbourhood Centres, Art Gallery , Theatre, Halls	32	14661	Source Sproutt BCA
	Sheds and Ancillary Buildings	44	2492	Source Sproutt BCA
	Public Toilets	12	305	Source JLL valuations
Sports and Recreation Facilities	Buildings	23	16917	Source Sproutt BCA
	Ovals/ playing fields - AFL size	8	n/a	Source Buildings and Property
	Soccer Pitches - dedicated	3	n/a	Source Buildings and Property
	Swimming pools and aquatic facility	1	n/a	Source Sproutt BCA
	Sheds and Ancillary Buildings	20	754	Source Sproutt BCA
Commercial Facilities	Buildings - Kindergartens	7	1803	Source Sproutt BCA
	Buildings – Aged Care	1	606	Source Sproutt BCA
	Buildings - Commercial operations	2	1008	Source Sproutt BCA
	Sheds and Ancillary Buildings	10	231	Source Sproutt BCA
	Buildings – Residence	1	224	Source Sproutt BCA

The primary current repository of Asset Register data on Buildings and Structures is the Single Point of Truth data set. This includes the buildings and structures data set received from the Sproutt Building Condition Audit 2019. This data meets the data schema requirements for the Asset Solutions Team (AST), for transition to a new asset management data system.

GIS data was previously accessible in the Exponare system. Currently CoM is transitioning from Exponare to a new corporate GIS viewer.

The City of Marion engaged Sproutt Professional Engineering Services in September 2019 to undertake a detailed audit of the Buildings and Property portfolio.

The Sproutt Building Condition Audit 2019

Sproutt was engaged by the City of Marion (Council) to undertake the Building Condition Assessment and 10-Year Renewal Works Program for Councils specified building asset list.

In conjunction with the condition audits, Sproutt was also engaged to capture detailed floorplans of selected significant buildings.

Onsite Audits were undertaken in November and December 2019, with post processing and reporting completed in January 2020. In addition to the Building Condition assessments a year 10 maintenance program and renewal data was provided as part of this exercise, to be used to inform long term planning and budgets of these facilities by Council.

Council nominated 176 building assets for condition assessment that were listed in the inventory provided by Council at the project inception phase.

The level of componentisation required for each building audit were based on the following hierarchy developed in collaboration between Council and Sproutt. Asset audit quantities have been included below, showing a small variation in numbers due to decommissioned assets and duplicates located in the data cleansing process.

The scope of the three audit hierarchy categories is outlined below.

Audit Hierarchy	Hierarchy Description	Final Qty of Assets
1	Major Assets; fully componentised at a building level. (e.g. Administration centre, city works, community centres, libraries, major clubrooms.)	77
2	Secondary Assets; partially componentised, externals only. (e.g. Minor clubrooms, toilets and workshops/sheds.)	23
3	Minor Assets; single component. (e.g. Sheds and storage facilities.)	76
	TOTAL ASSETS AUDITED	**176**
4*	Out of Audit Scope (e.g. Exeloos, playground shelters, shade structures, cricket nets, miscellaneous structures.)	277
NA	Decommissioned / Assets No Longer Existing / Data Duplicates	6
	TOTAL COUNCIL BUILDING & STRUCTURES ASSETS	**453**

*(Note that Category 4 structures were not audited as part of this building audit project, and form a wider part of the property portfolio.)

The audit hierarchy categories as they affect building componentisation is further elaborated below:

Component	Cat 1	Cat 2	Cat 3
Overall Condition Index	✓	✓	✓
Substructure	✓	✓	
Superstructure	✓	✓	
Roof	✓	✓	
Fittings	✓		
Finishes – Floor	✓		
Finishes – Ceiling	✓		
Finishes – Wall	✓		
DDA Access	✓		
Services – HVAC	✓		
Services – Electrical	✓		
Services – Fire	✓		
Services – Gas	✓		
Services – Hydraulics	✓		
Services – Security & Communications	✓		
Services – Site Infrastructure	✓		
Services – Waste & Wastewater	✓		

Sproutt utilised the industry standard condition scoring matrix when assessing assets and components. The scoring matrix used by Council is broadly in line with the condition rating proposed by NAMS as well as the International Infrastructure Management Manual.

Council's Condition Scoring Matrix appears as follows:

Condition Score	Condition	Description
1	Excellent	Asset is new or near new with minimal signs of wear or tear.
2	Good	Asset has limited signs of wear and use that only require routine maintenance.
3	Average	Asset has numerous signs of wear and use. While the condition is still acceptable for normal use, minor capital works are needed to prevent further deterioration.
4	Poor	Asset has considerable signs of wear and use. The condition is impacting on the use of the asset and major capital works are required to return the asset to an acceptable condition.
5	Very Poor	Asset is at the end of its useful life and only provides a severely degraded service or can no longer provide the service it is intended to provide. It is beyond practical renewal and requires replacement.

Sproutt produced data to assist in production of a ten-year building maintenance and renewal work program due to commence in the 2021/22 financial year. The renewal items and program inform future budgets and strategic outcomes for Council regarding the building's asset class. The works stated are clearly defined as well as being prioritised.

The priority of works identified utilises the below rating mechanism.

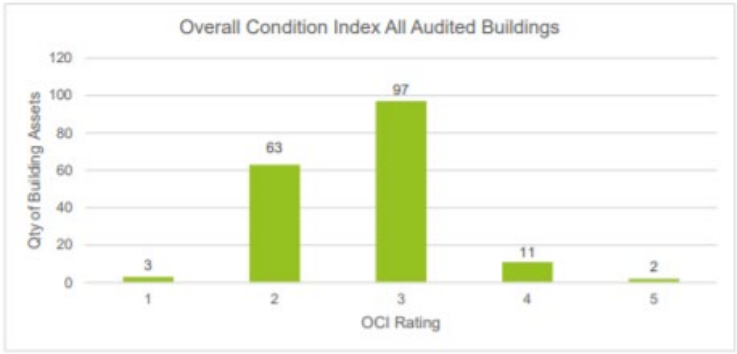
Priority	Timeframe	Description
P1	Required Immediately (or within 12 months)	Work needs to meet statutory obligations, ensure WHS regulations and prevent severe injury.
P2	Required in 1-2 years	Work that affects operational capacity and may lead to serious deterioration if untreated.
P3	Required in 2-5 years	Work that has minimal effect on operational capacity but desirable to maintain quality.
P4	Required in 5-10 years	Work can be safely and economically deferred beyond 5 years.

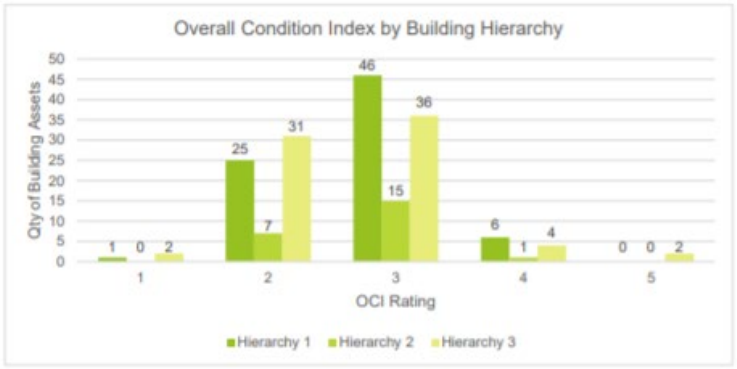
A summary of the outcomes follows:

3 Overall Building Condition Rating Summary

A summary of Overall Condition Index (OCI) for all audited buildings (utilising the requested 1-5 rating system) has been sorted by building hierarchy.

		All Audited Buildings - OCI Ratings					
		1 - New	2 - Good	3 - Average	4 - Poor	5 – Very Poor	TOTAL
Hierarchy	1	1	25	46	6	0	78
	2	0	7	15	1	0	23
	3	2	31	36	4	2	75
TOTAL		**3**	**63**	**97**	**11**	**2**	**176**





The Overall Condition Index of all audited buildings is a central distribution positively skewed, with the majority of assets rated as "3 – Average" and "2 – Good".

4 Prioritised Maintenance Cost Summary

Defects and deficiencies were captured across all audited buildings. The cost of rectification works for the captured defects across all audited structures is as follows.

		All Audited Buildings - Works Costs				
		P1 (2021-22)	P2 (2022-23)	P3 (2023-27)	P4 (2027-32)	TOTAL
Hierarchy	1	$56,460	$498,441	$154,711	$42	**$709,654**
	2	$4,272	$25,698	$20,196	$0	**$50,166**
	3	$9,666	$31,284	$14,658	$1,560	**$57,168**
TOTAL		**$70,398**	**$555,423**	**$189,565**	**$1,602**	**$816,988**

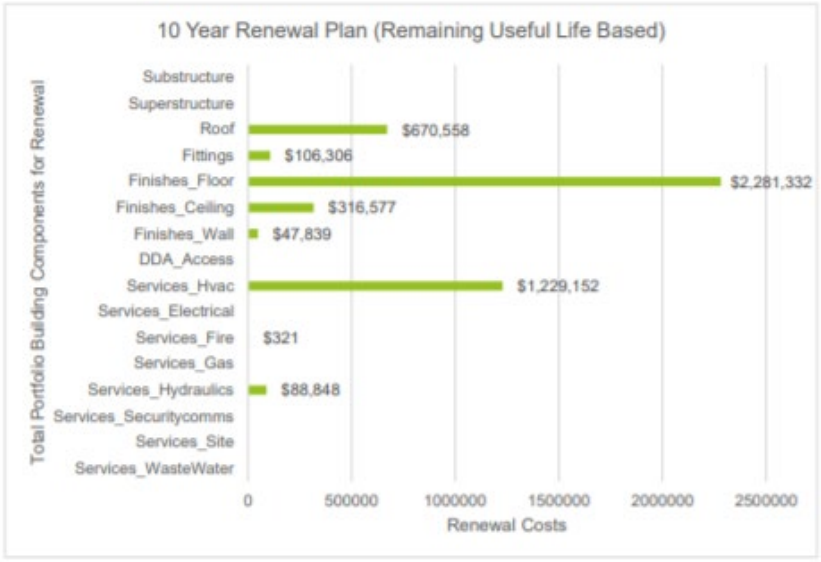


Priority 1 items refer to operational and safety concerns and should be dealt with as soon as possible. Addressing these items as quickly as possible within Councils forward works plan will allow for the mitigation of risks to Council and facility users.

Priority 2 items, equating to the majority of recorded costs, address operational capacity, backlog and pre-emptive works to maintain the integrity of all building components. These items have typically been flagged to ensure further deterioration of the asset (equating to a greater cost) is stopped or reduced.

5 Renewal Cost Summary

In addition to the captured maintenance requirements, asset renewal costs were estimated. Building component condition ratings were used to determine typical remaining useful life values. Where building components were estimated to have less than 10 years remaining life, component renewal costs were developed using a whole of building unit rate and area approach. These renewal costs are shown below by component category for the entire portfolio.



Further strategic assessment should be undertaken by Council for assets in poorer condition; to be brought forward for renewal, divestment or decommissioning if required.

NB Detailed analysis of Sproutt Condition Data is included in Appendix C.

Function/Capability data

- The Sproutt BCA assessed buildings against the following criteria.
- Required Standard – High, better, typical, low.
- Current Building Standard - High, better, typical, low.
- Community Importance rating - high, medium, low.
- Overall suitability rating – good, adequate, poor.
- User requirements – in excess, meets, just meets, does not meet.
- Building disposition on site – generous, good, reasonable, poor.
- Support facilities e.g. parking - excellent, adequate, poor, none.

None of this assessment was against building function specific Service Level Standards but will aid targeting for further investigation of specific sites.
Please note that:

- Detailed analysis of Sproutt Function / Capability Data is included in Appendix B.
- Further detailed investigation of Function/Capability of the existing portfolio is scheduled in the Asset Planning section of this AMP.

Capacity/utilisation data
Building capacity data is generally assessed in the lead up to a major renewal project. Further investigation of building asset capacity, distribution and utilisation for specific functional categories of assets are scheduled in the Asset Planning section of this AMP.

Safety /Compliance Data
The Sproutt BCA assessed buildings against the following criteria:

- Level of risk to public health and safety – negligible, slight, some, high.
- Compliance with codes and regulations – compliant, may be minor non-compliance, minor non-compliance, major non-compliance.

CoMs building portfolio is subject to regular Fire Safety and Occupational Health and Safety audits.
NB Detailed analysis of Sproutt Safety and Compliance Data is included in Appendix C.

Valuation Data
Buildings and Property infrastructure was valued in 2018 by Jones Lang LaSalle.
Estimated replacement value/renewal cost $141.8m
Fair value of $87.7m
Annual Rental value of $6.94m
(June 2019)

Note that Green infrastructure including playing fields is not valued under current valuation procedures.

Green infrastructure includes the following:

- Indigenous flora, fauna and landscape, which may be in various states of health from fairly intact through to almost 100% exotic.
- Developed open spaces covering parks and gardens including sports fields and golf courses, roadside verges and nature strips.
- Waste land or unallocated sites where vegetation provides some ecosystem services but is essentially unmanaged.
- Water-sensitive urban design incorporating natural and artificial components.
- Vegetation integrated into the built environment, which includes street trees, green roofs and walls.
- Agricultural and horticultural land, where the primary activity is commercial.

(Source: Jones, R. N., Symons, J. and Young, C. K. (2015) Assessing the Economic Value of Green Infrastructure: Green Paper. Climate Change Working Paper No. 24. Victoria Institute of Strategic Economic Studies, Victoria University, Melbourne).

Data Quality

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

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

Data confidence is assessed for uncertain for asset data used in the preparation of this plan – level C.

5 - LEVELS OF SERVICE

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	Provide safe facilities for all occupants whether they be staff, community members or visitors.	Infrastructure risk assessed to ensure it is safe for community use. Due regard is given to community expectations to incorporate controlled environments that support a learned approach to developing risk-taking skills in children and adolescents.
Quality	Provide quality infrastructure.	Assets are managed and maintained to best practice industry standards.
Function	Provide facilities that are fit for purpose.	Maintaining and renewing to a defined Service Level.
Capacity	Availability of appropriate infrastructure to meet community expectations in distributed locations.	Improved utilisation measurement.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment.	Environmental factors are considered when selecting and maintaining assets.

Community feedback (What you told us)

The independently produced 2020 City of Marion Community Satisfaction Survey revealed the following data about the City of Marion's Open Space asset group.

Service question	Importance				Satisfaction			
	Very important	Somewhat important	Low importance	Not important at all	Very satisfied	Somewhat satisfied	Dissatisfied	Very dissatisfied
Library Buildings	82	15	2	n/a	58	38	3	n/a
Outdoor Pool	81	16	3	0	44	51	4	n/a
Neighbourhood Centre Buildings	80	18	2	0	35	57	7	n/a
Sport and Recreation Facilities	46	39	12	3	25	62	10	3

Library buildings

- "Library Services - Should have a **program aimed at toddlers** singing and dancing, not just babies."
- Libraries are **dated and dark**. I go to Hamra Centre Library in West Torrens Council rather than any Marion libraries as its much nicer and has better services.
- All libraries are excellent buildings but **cleaning up around the Cultural Centre** is a disgrace. An interesting building but there is very poor cleaning maintenance of the surroundings. I often have to remove litter.
- Marion Cultural Centre is a great facility and **should be maintained to good standards** and remain modern.
- The toy library at Park Holme library needed to pay extra to borrow the toys while other council's library doesn't need to pay.
- Library services and Cultural centre **open until 8pm** would be good
- Libraries - **Fabulous service, friendly & helpful staff, public computers, range of new books**
- Hallett Cove library services and events are fantastic.
- Books, mags to read. I am in blackwood city but even more difficult- used to be able to find places to unite study, not computer instead. biographical books needed.

Neighbourhood centre buildings

- These are **looking a little tired** and all could do with a refurbishment.
- The facilities are wonderful but the **cleaning** sometimes leaves a lot to be desired
- These need to be kept relevant and **upgraded** for the 21st century. The Marion Council is ahead of the game and needs to reflect this with the community centres as they are an integral part of the community.
- **Not accessible - fences and gates**
- Great community centres
- Would love one in Hallett Cove
- Love the neighbourhood Centre programs - **great fitness classes**
- **Love the fitness and courses** at Neighbourhood centres
- "**Wide range of services** offered by legal consultation, great range of activities available"
- "Neighbourhood centers do not have enough **programs for migrant women** wanting to assimilate with community or have not been promoted (may be due to political reasons)I see lots of South Asian people (Indian, Pakistan,Bangladesh) in Marion but could not see any event for them. while all programs are for European migrants and Chinese migrants."

Outdoor Pool

- Community loves the Splash zone

- Would like to see a **splash zone** suitable for younger children similar to the facility at Marion Aquatic center.
- Love it! Can't wait for a **splash park** sometime soon? More **paddle pools** in reserves (like tusmore) please
- I know this is getting a revamp at the moment which is great. This is such a great pool and I love that Marion still has an outside pool like this for the kids.
- The **new slides left my sons back bleeding**! Upon notifying the centre, they already knew about it! If equipment is causing harm to users, it needs to closed until rectified! Or at the very least, warn people before use!
- Did the renovation include providing **disability access to the pool**? There's a lovely wheelchair accessible playground nearby but does the outdoor pool and changing areas have provision for disabled people to access? E.g. lifters, ramps instead of stairs or ladders? Pool wheelchairs? 'Changing places'?
- We love this pool. It's a **fantastic place** to go in summer and we enjoyed it often during the last summer.
- More open days
- I am not sure why are we spending too much money on outdoor pool when it can be used only in spring and autumn. that money could be used for better purpose.

This data indicates that the bulk of the Buildings portfolio is meeting community expectations as they are currently configured. They are highly valued by the community and there is a high level of satisfaction with their standard of facilities and upkeep.

Community Service Levels - asset specific

The standards for core administration and operations facilities align with general community standards for office environments and specific work tasks.

These include occupational health and safety standards and may be subject to change if public health requirements currently in place for COVID-19 continue in some form over the longer term.

Recently Council has developed draft ESD Guidelines for New Buildings and Refurbishments and a Sustainable Building Maintenance Guide reflecting community expectations for the ongoing environmental performance of building assets. These will be applied to new developments and ongoing maintenance and renewal of existing buildings.

The standards of community facilities are in line with community expectations. In terms of Australian Library facilities these have most recently articulated through the People places: A guide for public library buildings in NSW Sydney: Library Council of New South Wales, Third edition 2012. These standards have been used in recent audits of CoM library services.

Service standards for other community facilities such as neighbourhood centres are less definitive. In these facilities Council aims to produce healthy and attractive environments that support adult learning, peer to peer collaboration and knowledge sharing and celebration of community values and achievements.

The standards for Sports fields and courts are established by the various sporting peak bodies and local competitions. These may vary according to the level of competition played or aspired to.

Similarly support facilities such as change rooms are subject to preferred standards set by the relevant peak bodies and competitions. In addition, as is currently the case for sports that have previously been male-dominated, the encouragement of female and family friendly participation is requiring a higher standard of change room facilities which has been supported by funding and guidance from the State Government Office of Recreation and Sport and some peak bodies.

Clubroom facilities are dependent on the requirements of clubs and other community users for social meeting facilities and function rooms.

Technical Levels of Service

This determines the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates how community levels of service are supported by the assets covered under this Asset Management Plan.

Technical Level of Service	Achieved By
Planning in line with a 40-50 year asset renewal program based on optimum replacement.	Preparation and regular review of facility planning initiatives that focus on targeting effort to better meet the needs of the changing community.
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs, predicted utilisation.	Assets created in keeping with emerging community needs.
Operation of an asset in the manner it was designed to be used for.	Regular upkeep and security of building envelopes, interior fit out, and exterior spaces including path infrastructure. Efficient use of water, energy and other resources essential to building operation including making better use of renewable sources.
Monitoring asset deterioration and utilisation.	• Regular condition audits. • Monitoring energy and water usage. • Monitoring utilisation.
Maintenance of assets in line with a long-term asset sustainability index averaging 95-100%.	Scheduled maintenance of structures, path infrastructure.
Renewal in accordance with optimum replacement timing principles based on whole of life costs.	Assets are programmed to be renewed on the basis of current condition and vulnerability of location. Annual Replacement Program Budget developed and Long Term Financial Plan updated.
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required.	Complies with legislative requirements including Council's Disposal of Land and Assets Policy. Disposal of Open Space subject to Community Land Management Provisions of the Local Government Act.

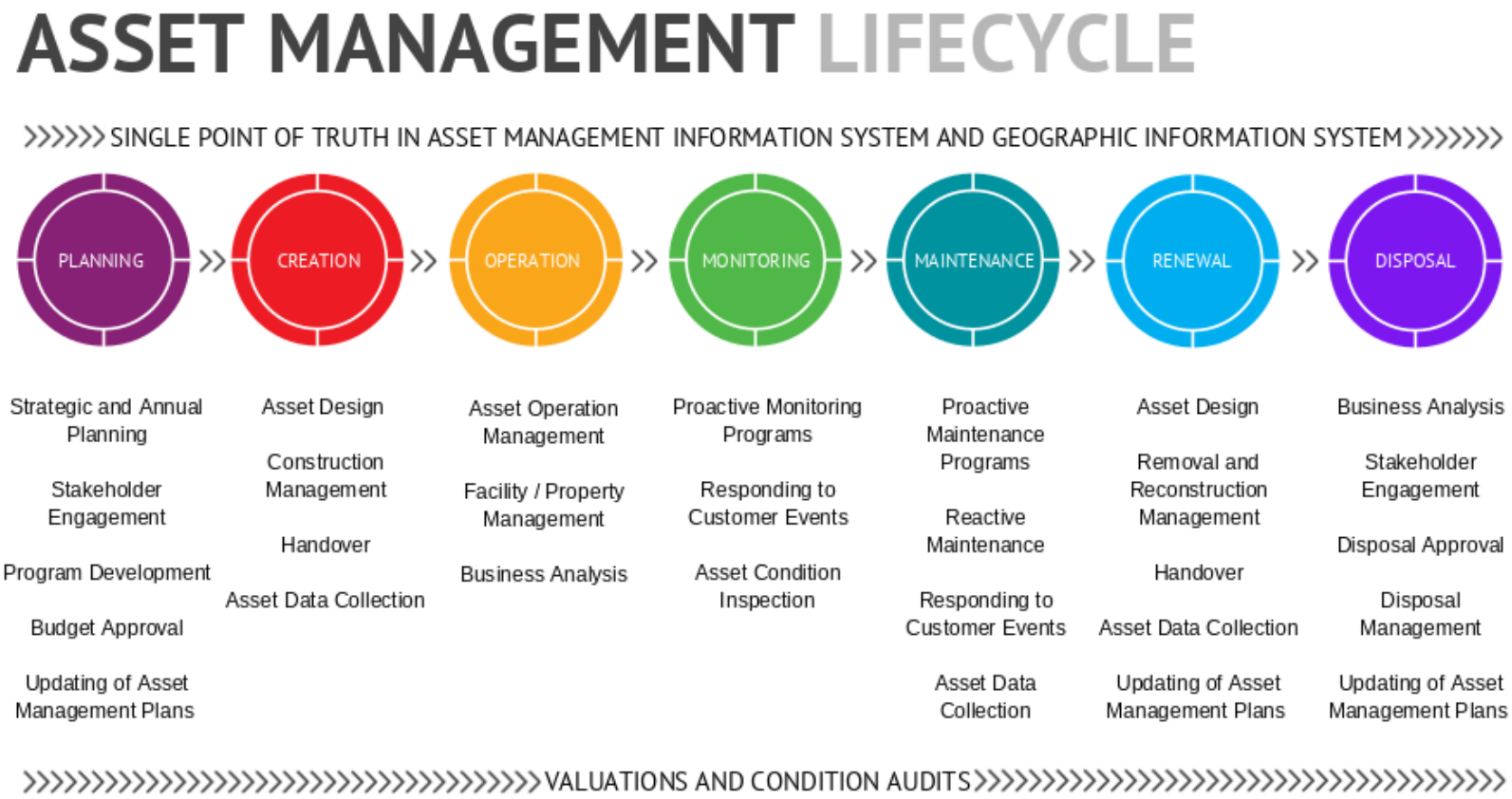
Legislative Requirements

Council considers the following legislative framework in the management of Open Space assets.

Legislation	Requirement
Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets.
Building Code of Australia	Defines the performance requirements of buildings.
Development Act 1993	Sets development and building approval and requirements to control stormwater from developments.
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery.
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long Term Financial Plan.
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work.

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are ‘looked after’, both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING

Recent and current major renewals are the outcome of a strategy commenced in 2011 which included a focusing on community and sporting investment on a spread of sport and community hubs across the city.

The following target projects were prioritised in April 2014 and delivery of most involved a funding partnership with external parties:

- New soccer pitches and a BMX track in the South.
- Edwardstown Oval Masterplan.
- Mitchell Park Sports and Community Club building upgrade.
- Marion Outdoor Pool upgrade.
- Improvements to sports clubs in northern wards.
- Improve the supply and distribution of netball infrastructure.

As of June 2020, major upgrades have been completed at Edwardstown Oval, Marion Outdoor Pool, Morphettville Sports Club, Mitchell Park upgrade (incorporating a relocated neighbourhood centre and a two court indoor stadium) funded and due for construction in 2021 and the regional Soccer and BMX facilities funded and scheduled for construction commencement in November 2020. CoM have been successful in receiving substantial external grant funding for these projects.

The opportunity now exists to review the City of Marion City Property portfolio as to its ongoing suitability for emerging community needs. These include increased demands for a diversity of recreation options for all ages, changing expectations of libraries and community centres, and an increasing range of options for social interaction and community buildings. In addition, the community response to the COVID 19 pandemic has highlighted both the need for and the opportunities to be gained from alternative modes of work and community support.

The scope of the proposed City Property Portfolio Review will target gaps in supply (new facilities) as well as renewal or upgrade of existing assets that aren't fit for purpose and also facilities that may never meet standards and be considered for repurposing or disposal.

With the portfolio review the focus will be on:

- Detailed functional reviews to provide quality information to feed a facilities strategy.
- A broader ranging approach to redeveloping sites, encompassing buildings, external playing facilities, access and broader open space.
- Explore the development of Services Levels for specific asset types.
- Priority projects to be identified for business case development for grant bids.
- Current arrangements for operations and maintenance and their implications for lifecycle and utilisation.
- Potential for partnerships with schools over sharing facilities and out of hours use.
- Potential for collaboration with neighbouring councils for regional/major projects.
- Environmental issues; energy efficient technology and services.

This AMP incorporates a schedule of planning activity over the first few years of the 2020-2030 planning period that will inform later capital renewal and asset creation programs as well as opportunities to re-purpose or dispose of assets that are of diminished community value in their current form.

Concurrently opportunities for building upgrades associated with scheduled open space upgrades will be explored.

Asset Planning Forward Program (Activity only, not costed)

Activity	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Initial high level City Property Portfolio Review (internal/external resourcing)	Execute review									
Targeted functional reviews of High Priority sites (internal/ external resourcing)		Execute review	Execute review	Detailed planning and design for Tranche 1 projects	Detailed planning and design for Tranche 1 projects					
Targeted functional review of Medium Priority Sites (internal/ external resourcing)				Execute review	Execute review	Detailed planning and design for Tranche 2 projects	Detailed planning and design for Tranche 2 projects			
Review of Playing Field standards (internal review)		Execute review								
Review opportunities for alignment with Open Space plan upgrade programme. (internal review)	Execute review	Plan projects								
Detailed lifecycle review of swimming pool components at Marion Outdoor Pool	Investigation									

Future Demands

The Building portfolio in Marion serves a resident population estimated at June 2019 as 93,000. It is also accessible to the wider Greater Adelaide population and visitors. The population distribution is currently split at 0-14 years 16.2%, 15-34 years 27.7%, 35 – 64 years 38.8% and 65 years and over 17.3% and is reflecting the general ageing trend in the wider community and is increasing at a rate of 1.23% per annum which is slightly above the rate of increase for Greater Adelaide.

Population increase, smaller households and increasing dwelling density mean that there is increasing demand for accessible community facilities and quality formal and informal recreational facilities. This demand is particularly relevant in Marion reflected in the fact that the number of dwellings increase of 5% in the City of Marion in the 5 years to 2016 was almost entirely due to medium density development, much of which occurred in the four northern wards of the council area.

Recently, and/or soon to be completed and major transport initiatives within the City of Marion focused around Tonsley, Darlington and Oaklands Crossing have the potential to change traffic patterns and transport mode preferences (Refer CoM BP 2019-13 Project#19) These may influence community preferences for the location of council services over the longer term.

The increase in housing density means services and infrastructure can be used more effectively, but with this comes the challenge of ensuring that access to community facilities and sporting grounds is maintained and that they are functional and safe places that meet the needs of the diverse community. The importance is supported by health studies which have demonstrated the numerous positive health effects of urban green spaces. Benefits include reduced depression and improved mental health, reduced cardiovascular morbidity and mortality, and reduced rates of obesity and diabetes through physical activity.

These benefits are especially targeted through initiatives that encourage:

1. participation in junior sport
2. participation in regular physical activity in the later years.

Overview Recreation Trends

A CSIRO report for the Australian Sports Commission delivered in 2013 identified several major trends that are likely to shape community participation over the next 30 years and hold potential implications for policy and investment choices for Council. These remain relevant.

The trends identified are detailed in the table below with the implications for local government's facility planning listed in the right-hand column.

Megatrend	Description	Implications for Councils
Personalised sport for health and fitness	• Rise of the fitness industry and personal trainers • Individual sport and fitness activities are on the rise • People are fitting sport and recreation into their increasingly busy and time fragmented lifestyles • Participation in aerobics, running and walking along with gym memberships have all risen sharply over the past decade. • People are increasingly participating to get fit rather than getting fit to play sport.	• Personal trainers use of open space and reserves is increasing • Provide sporting equipment (such as football and soccer goals) in open space areas to cater for informal street sport or pop-up sporting games.
The rise of lifestyle sports	• The rise of lifestyle, adventure sports particularly with younger generations • Activities that typically involve complex, advanced skills and have some element of danger • Likely to attract participants through generational change and greater online content and social media • Many of these sports are now finding their way into the Olympic Games.	Increasing demand for: • BMX • Skate facilities • Parkour • Climbing frames/walls • Multi-sport courts
Economic and social benefits of sport	• Sport is being increasingly recognised by governments and communities to help achieve mental and physical health, crime prevention and social development.	• Diversify facilities and support changes in participation as female and migrant participation increases • Council will need to play an advocacy role to encourage:

Megatrend	Description	Implications for Councils
	• Sport can be an effective mechanism to help achieve social inclusion for marginalised groups.	○ Clubs to diversify the range of activities and options for the community ○ More children into sport to adopt healthy lifestyles
Demographic, generational and cultural change	• Australia has an ageing population • This will change the types of sports we play and how we play them • More Australians are embracing sport into their old age. • To retain strong participation sport in the future will need to cater for seniors and change in the cultural make up of Australia.	• More facilities are required for senior activities • Different cultures have different recreation preferences and habits.
Market pressures and new business models	• Market forces are likely to exert greater pressure on sport in the future. • Those sports with high salaries will attract athletes from sports with lower salaries. • Loosely organised community sports associations are likely to be replaced by organisations with corporate structures and more formal governance systems. The administration of sport is transitioning from community based organisations to corporate structures as they face increased accountability. • The cost of sport is rising, and this is a participation barrier for many people.	• Governance of clubs is an ongoing key issue. • The level of expertise required to manage facilities effectively is increasing. It is become increasingly difficult for volunteer club committees to manage facilities effectively. • Higher profile sports are likely to dominate demand for facilities.

*CSIRO; The future of Australian Sport Megatrends shaping the sports sector over coming decades. www.clearinghouseforsport.gov.au

These factors are reflected in the 30 Year Plan for Greater Adelaide which includes the policy objectives for metropolitan local government to *"Strategically locate sports and recreation facilities to cater for community needs"*.

The State Government continues to provide capital grant funding to augment Council funding through:

- Community Recreation and Sport Facilities Program helps eligible organisations to establish or improve sport and active recreation facilities that meet the needs of the community in South Australia.
- The Grassroots Football, Cricket, and Netball Facility Program is aimed at increasing participation and improving gender equity in Australian Rules Football, Cricket and Netball to support healthier, happier, and safer communities.

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset life and functionality. Council is exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise.

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes, Productivity Commissioner's report and possibility of council amalgamations.	Change in services or service levels.	Continue liaison with plans of neighbouring councils.
Social	Changing community demographics, needs and expectations.	Change in services or service levels.	Monitoring community expectations. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Social	Changes in social interaction frameworks (e.g. COVID -19).	Potential impact of normalised social distancing.	Monitor and respond to community expectations of the building portfolio in the context of changed social norms.
Technological	Being a smart organisation that uses data to drive decision-making.	Ability to deliver services at a higher operational level achieved through use of GPS data. Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery.	Utilisation based asset maintenance and renewal.
Environmental	Impacts of climate change	Change in services or service levels Climate Risk Assessments will determine impact on asset useful lives	Apply ESD Guidelines for New Buildings and Refurbishments and a Sustainable Building Maintenance Guide. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level	Adopting best practice principles across all three Councils to deliver best value. Continue to engage and consult with key stakeholders.
Relationships	Testing of levels of service	Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the required level of service.
Legal	Legal changes	Complex legal and compliance requirements.	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria.

ASSET CREATION

The imminent development of the Sam Willoughby BMX facility and the Southern Soccer Complex, which are new assets for the City of Marion are two examples of asset creation in the Buildings portfolio and represent Asset Creation as they do not replace existing CoM assets. No other asset creation initiatives are currently scheduled.

Asset Creation Forward Capital Program

Project	Reference	2020/2021 $000s	2021/2022 $000s	2022/2023 $000s	2023/2024 $000s	2024/2025 $000s	2025/2026 $000s	2026/2027 $000s	2027/2028 $000s	2028/2029 $000s	2029/2030 $000s	Total $000s
Southern Soccer Facility (inc external contributions)	CoM BP 19-23 #13, CAMMS Refer Asset Creation	25	2,500	0	0	0	0	0	0	0	0	2,525
Sam Willoughby International BMX (inc external contributions)	CoM BP 19-23 #1, CAMMS Refer Asset Creation	0	2,346	0	0	0	0	0	0	0	0	2,346
Total		25	4,846	0	0	0	0	0	0	0	0	4,871

ASSET OPERATIONS

Council takes full responsibility for the operational costs of its core facilities and community facilities. Operational costs of facilities licenced to sporting clubs are generally undertaken by the licensees unless specific circumstances vary this. The standard schedule of responsibilities is attached as Appendix C.

Council have service contracts in place for a range of operational services including:

- Cleaning services
- Security Services
- Pest control services
- Waste management
- Fire equipment

Other significant costs include power and water consumption.

CoM Open Space Operations undertake landscape care for sites in general as well as season changeover works to sports fields.

Asset Operation Forward Program (nb these are current cost without CPI indexing)

Activity	20/21 $000s	21/22 $000s	22/23 $000s	23/24 $000s	24/25 $000s	25/26 $000s	26/27 $000s	27/28 $000s	28/29 $000s	29/30 $000s	Total $000s
Core Administration and Operations facilities	446	446	446	446	446	446	446	446	446	446	4,460
Community facilities	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	10,020
Sports and recreation facilities – licenced to sporting clubs	126	126	126	126	126	126	126	126	126	126	1,260
Sports fields – licenced to sporting clubs	141	141	141	141	141	141	141	141	141	141	1,410
Facilities under commercial lease	7	7	7	7	7	7	7	7	7	7	70
Total	1,772	1,772	1,772	1,772	1,772	1,772	1,772	1,772	1,772	1,772	17,220

ASSET MONITORING

Asset Information is currently in the process of being prepared for input into the improved Asset Information System. Regular updating should take place through the inspection process and input of completed projects. An allowance has been included for a full Building Condition Audit on a four yearly cycle coinciding with the renewal of Asset Management Plans.

Asset Monitoring Forward Program (internal resourcing except for four yearly Building Condition Audits)
(nb these are current costs without CPI indexing)

Asset	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Level 1 inspections (internal resources)	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	N/A
Building Condition Audit (external resourcing)				$200,000					$200,000		$400,000
Total (external resourcing)				$200,000					$200,000		$400,000

ASSET MAINTENANCE

Council takes full responsibility for the maintenance costs of its core facilities and community facilities.

Maintenance costs of facilities licenced to sporting clubs are shared with the licensees unless specific circumstances vary this. The shared arrangements make CoM responsible for building envelope and systems.

This includes the following maintenance responsibilities are retained by CoM:

- Electrical Supply / Meter Board
- Fire Sprinkler System
- Gas Supply / Pipes
- Gutters and Downpipes
- Lifts
- Paintwork - External
- Roof
- Graffiti – External
- Boundary Fencing & Gates
- Goal Posts - All
- Hard cricket wickets
- Pipes - External

The City Property department have planned maintenance service contracts in place for a range of maintenance services including:

- Electrical services
- Air conditioning services
- Fire services
- Exeloo Toilets

The standard schedule of responsibilities for management is attached as Appendix d.

Sproutt produced data to assist in production of a ten-year building maintenance program due to commence in the 2021/22 financial year. The backlog maintenance items and program have been scheduled into the first 5 years of the maintenance program below.

Asset Maintenance Forward Program

Activity	2020/21 $000s	2021/22 $000s	2022/23 $000s	2023/24 $000s	2024/25 $000s	2025/26 $000s	2026/27 $000s	2027/28 $000s	2028/29 $000s	2029/30 $000s	Total $000s
Core Administration and Operations facilities	191	191	191	191	191	191	191	191	191	191	1,910
Community facilities	378	378	378	378	378	378	378	378	378	378	3,780
Sports and recreation facilities – licenced to sporting clubs	216	216	216	216	216	216	216	216	216	216	2,160
Facilities under commercial lease	3	3	3	3	3	3	3	3	3	3	30
Highlighted backlog maintenance items P1,P2	325	325	0	0	0	0	0	0	0	0	650
Highlighted backlog Maintenance items P3, P4	0	0	63	63	63	0	0	0	0	0	190
Total	1,113	1,113	851	851	851	788	788	788	788	788	8,719

ASSET RENEWAL

Asset renewal is initially focused upon completion of major projects subject to existing Council commitments, some of these include external funding.

In addition, the current 4 Year Business Plan includes several initiatives yet to be fully investigated or funded.

Also the Sproutt BCA highlighted a number of sites where elements of building fabric and building systems are assessed to reach the end of their useful life within the next ten years. These have been factored in as two groups 1. Urgent and 2. Renewal required within 10 years. Renewal works already initiated or undertaken have been deducted as have works to leased or licenced buildings that are lessee or licensee responsibility.

Noting that the Sproutt BCA excluded site works and ancillary buildings from its scope a funding line has been included for known areas of deficiency or need.

Finally, allowance has been made for inclusion in later years of projects that may result from the Property Portfolio Review (CPSAMP) described under Asset Planning. These are listed as two tranches for most urgent works followed by those of a lower strategic priority.

Accordingly the renewal program has been articulated as two groups, namely 1. The Committed Program and 2. The Uncommitted program yet to be investigated and costed including any outcomes of the proposed City Property Portfolio Review.

Asset Renewal Forward Program (Internal Costs for Design and Project Management are not included in this AMP)

1. Committed Capital Renewal Program

Project	Reference	2020/21 $000s	2021/22 $000s	2022/23 $000s	2023/24 $000s	2024/25 $000s	2025/26 $000s	2026/27 $000s	2027/28 $000s	2028/29 $000s	2029/30 $000s	Total $000s
Marino Hall Redevelopment	CoM BP 2019/2023 #33, CAMMS	50	2,164	0	0	0	0	0	0	0	0	2,214
Marion Outdoor Pool redevelopment – buildings and structures	CoM BP 2019/2023 #16, CAMMS	859	0	0	0	0	0	0	0	0	0	859
Mitchell Park Sports and Community Centre upgrade (inc external contributions)	CoM BP 2019/2023 #20, CoM website	7,500	7,500	0	0	0	0	0	0	0	0	15,000
Coach House LKCC -Upgrade works	CoM BP 2019/2023 #29, CAMMS	125	0	0	0	0	0	0	0	0	0	125
Renewal works identified in Sproutt BCA - urgent (within 5 years)	Sproutt BCA	100	0	0	0	0	0	0	0	0	0	100
Renewal works identified in Sproutt BCA - within 10 years	Sproutt BCA	0	0	0	250	250	250	250	250	250	250	1,750
Total		8,634	9664	0	250	250	250	250	250	250	250	20,048

2. Uncommitted Program subject to City Property Portfolio Review (activity only, uncosted)

Project	Reference	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Marion Outdoor Pool redevelopment – pools	Refer Asset Planning		X	X							
Coach House LKCC- -Complete restoration	CoM BP 19-23 #29		X	x							
Cove Sports - improvements	CoM BP 19-23 #1		X	x							
Marion Golf Club Rooms	CoM BP 19-23 #4		X	x							
City Property Portfolio Review (internal/External resourcing)	CoM BP 19-23 #3 Refer Asset Planning	X									
City Property Portfolio Review Tranche 1 works implementation	Refer Asset Planning					X	X	X	X	X	X
City Property Portfolio Review Tranche 2 works implementation	Refer Asset Planning								x	x	x
Site improvements – carparks, roadways	Refer AMP workshops (not subject to BCA Audit)		x	x							

ASSET DISPOSAL

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.
No assets have been identified for disposal for this plan. The proposed City Property Portfolio Review may identify assets for future re-purposing or disposal

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazardoccurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable hazards.

An assessment of risks associated with service delivery from assets has identified the risks that will result in significant loss, 'financial shock' or a reduction in service:

Hazard Description	Current Controls	Current Rating	Further Actions	Forecast Rating
Reduced community capacity for facility management.	Provide performance guidelines to clubs and licensees and support implementation.	High	Explore alternative facility management models.	Medium
Budget pressures reduce ability to operate and maintain assets at expected higher levels of service of renewed/upgraded buildings and property.	Review of current costs. Consider life cycle costs for upgrades.	Medium	Detailed review of operations and maintenance costs of expected service levels for all assets. Improved budgeting in accordance with asset types and service levels.	Low
Assumed levels of utilisation unfounded.	Exploring Smart Technology to better measure utilisation/ patronage. Working with licensees to improve information exchange.	Medium	Broad scale adoption of utilisation/patronage measurement technologies and target future investment with this data. Schedule post occupancy evaluations after at least 12 months of operation.	Low
Carparking inadequate at key locations.	Response at pressure points through parking controls and additional parking where feasible. Encourage walking and cycling and provide appropriate infrastructure.	Medium	Audit parking associated with Regional and Neighbourhood reserves and develop appropriate service standards.	Low
External lighting inadequate at key locations.	Audit proposed.	Medium	Develop Lighting service level standard and apply for future investment.	Low
Future external funding of major projects not secured.	Ensure documentation for grant bids is prepared in a timely fashion.	Medium	Consider other funding and staging options.	Low
Extreme weather events damage major facilities.	Ensure timely maintenance of building envelope and system.	Medium	Monitoring.	Low

Hazard Description	Current Controls	Current Rating	Further Actions	Forecast Rating
Levels of Service for Asset Types are reviewed for Climate Change resilience.	Council's draft ESD Guidelines for New Buildings and Refurbishments and a Sustainable Building Maintenance Guide.	Low	Review after period of operation.	Low
Levels of Service for Asset types are reviewed post COVID-19.	None	Low	Review Levels of Service	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency, higher maintenance intervention levels, etc.

Critical assets have been identified, their typical failure mode and the impact on service delivery are as follows:

Critical Asset(s)	Failure Mode	Impact
Administration Building 245 Sturt Road Sturt Governance Area Level 1	Inability to host Incident Management Team - Emergency Operations Centre if required on the declaration of a Business Interruption Event as described in BCP.	Select Option 2 below
Administration Building 245 Sturt Road Sturt Chambers Area Ground Level (Option 2)	Inability to host Incident Management Team - Emergency Operations Centre if required on the declaration of a Business Interruption Event.	Select Option 3 below
City Services Building 935 Marion Road Mitchell Park (Option 3)	Inability to host Incident Management Team - Emergency Operations Centre if required on the declaration of a Business Interruption Event	Alternative accommodation to be sought if required

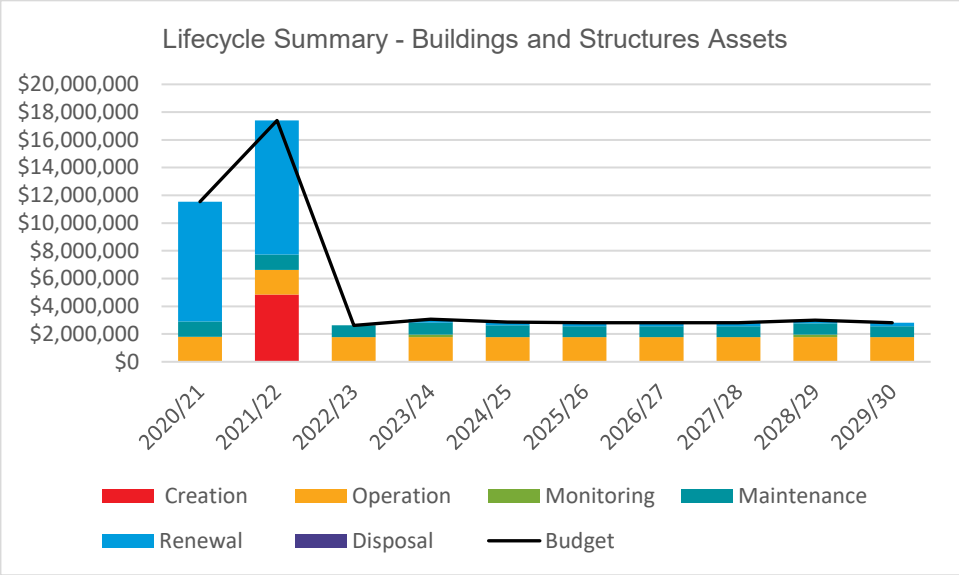
8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

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

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

Funding Strategy



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

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

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

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

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is $5.18m per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

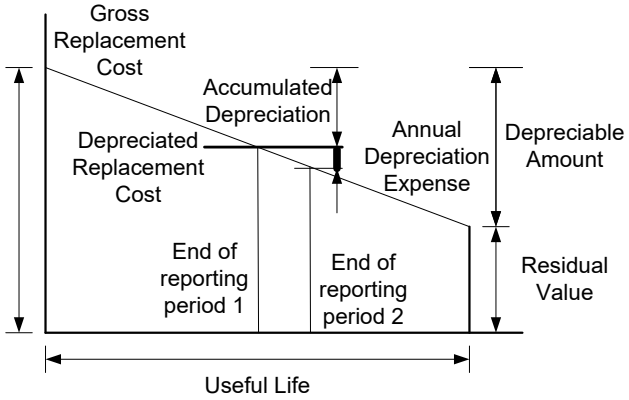
The depreciation expense will increase as upgraded and new assets come into service increasing the Gross Replacement Cost.

Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10 year planning period is $4.69m per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

These levels reflect Council's plan to upgrade some key assets to a higher Service Level and longer service life with the help of external contributions. Costed capital renewal only amounts to $20.048 m over the 10 years and most of that in the first two years.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below.



Gross Replacement Cost	**$141.82m**
Depreciable Amount	**$141.82m**
Depreciated Replacement Cost (Fair Value):	**$87.7m**

Annual Average Asset Consumption **$2.54m** (source JLL)

Council's useful life of key elements of the Buildings and Property Portfolio are estimated at

- Buildings 40- 80 years
- Sheds 40 years
- Monuments 100 years

Rate of Annual Asset Consumption **1.79%** (Depreciation/Depreciable Amount)

Rate of Annual Asset Renewal **79%** (Capital renewal expenditure/Depreciable amount)

Further costs will be input into the capital program as City Property Portfolio Review and other investigations proceed.

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

Key Assumptions	Risk of Change to Assumptions
Climate Risk Assessments may impact asset useful lives	Medium
Community level of service expectations remain consistent.	Low
No significant changes in legislation.	Low
The materiality threshold for Infrastructure, Land and Buildings is $5,000 and for Furniture & Fittings, Equipment and Other is $3,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The Long Term Financial Plan will not change over the planning period.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure.	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets.	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager City Property	Ongoing
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
3	Incorporate measurement of utilisation to drive data driven decision making around future planning and service provision.	Asset Owner – Manager City Property	August 2020 then ongoing
4	Undertake City Property Portfolio Review	Asset Owner – Manager City Property	November 2020
5	Better define roles of Open Space Planning, Open Space Operations and Buildings and Property roles as they align with the Asset Management Lifecycle.	Asset Owner – Manager City Property	December 2020
6	Review capabilities and supporting systems of the listed Critical Assets to ensure emergency role can be fulfilled.	Unit Manager- Buildings and Property	December 2020
7	Apply ESD Guidelines for New Buildings and Refurbishments and a Sustainable Building Maintenance Guide.	Unit Manager- Buildings and Property	June 2021
8	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Unit Manager Asset Solutions	June 2021
9	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle.	Unit Manager Asset Solutions	June 2021
10	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Building Assets can reduce carbon emissions for Council operations by 2030 and become more resilient to climate change impacts.	Asset Owner – Manager City Property	June 2021
11	Explore alternative asset management systems (as part of council's Digital Transformation initiative) to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime.	Unit Manager Asset Solutions	June 2021 (highly dependent on other factors)
12	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Asset Solutions	June 2021 then annually
13	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
14	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager City Property	November 2021 then annually
15	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Unit Manager Asset Solutions	November 2024

APPENDIX A: BUDGETED EXPENDITURES ACCOMMODATED IN LONG TERM FINANCIAL PLAN

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

ASSET CLASS										
ASSET CLASS										
Financial year ending	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations										
Operations **budget**	1722	1722	1722	1722	1722	1722	1722	1722	1722	1722
Management **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
AM systems **budget**	$0	0	$0	$200	$0	0	$0	$200	$0	0
Total Operations	1722	1722	1722	1922	1722	1722	1722	1922	1722	1722
Maintenance										
Reactive maintenance **budget**	394	394	394	394	394	394	394	394	394	394
Planned maintenance **budget**	719	719	457	457	457	394	394	394	394	394
Specific maintenance items **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Maintenance	1113	1113	851	851	851	788	788	788	788	788
Capital										
Planned renewal **budget (includes secured external contributions totalling $0)**	8634	9664	0	250	250	250	250	250	250	250
Planned upgrade/new **budget**	25	4846	$0	$0	$0	$0	$0	$0	$0	$0
Non-growth contributed asset value	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital	8659	14510	0	250	250	250	250	250	250	250
Asset Disposals										
Est Cost to dispose of assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Carrying value (DRC) of disposed assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Disposal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL	11494	17345	2573	3023	2823	2760	2760	2960	2760	2760

APPENDIX B: BUILDINGS ASSET LIST

Site Name	Asset Name	Building Use
1 Aberfeldy Avenue	Building	Community / Recreation Facility
1 Aberfeldy Avenue	Shed	Community / Recreation Facility
1 Western Avenue	Residence	Commercial
12A Kurrajong Place	Building	Commercial
13 Yapinga Street	Building	Commercial
13 Yapinga Street	Shed 1	Commercial
13 Yapinga Street	Shed 2	Commercial
16 Pethick Terrace	Building	Commercial
1A Butler Crescent	Hall	Sporting Facility
1A Butler Crescent	Shed	Sporting Facility
20 Bathbank Crescent	Building	Commercial
27A Charles Street	Building	Community / Recreation Facility
27A Charles Street	Shed 1	Community / Recreation Facility
27A Charles Street	Shed 2	Community / Recreation Facility
27A Charles Street	Shed 3	Community / Recreation Facility
27A Charles Street	Shed 4	Community / Recreation Facility
27A Charles Street	Shed 5	Community / Recreation Facility
27A Charles Street	Shed 6	Community / Recreation Facility
29 Aberfeldy Avenue	Harcourt Gardens Building	Community / Recreation Facility

Site Name	Asset Name	Building Use
29 Aberfeldy Avenue	Shed 1	Community / Recreation Facility
29 Aberfeldy Avenue	Shed 2	Community / Recreation Facility
2A Duncan Avenue	Park Holme Library	Community / Recreation Facility
31-39 Norfolk Road	Marion RSL Hall	Community / Recreation Facility
31-39 Norfolk Road	Shed 1	Community / Recreation Facility
31-39 Norfolk Road	Shed 2	Community / Recreation Facility
31-39 Norfolk Road	Shed 3	Community / Recreation Facility
31-39 Norfolk Road	Shed 4	Community / Recreation Facility
31-39 Norfolk Road	Shed 5	Community / Recreation Facility
31-39 Norfolk Road	Vietnam Veterans Clubroom	Community / Recreation Facility
31-39 Norfolk Road	Bowling Clubroom	Community / Recreation Facility
40-50 York Avenue	Rotunda Enclosed	Community / Recreation Facility
40-50 York Avenue	Cosgrove Hall	Community / Recreation Facility
44 Newland Avenue	Marino Community Hall	Community / Recreation Facility
44 Newland Avenue	Shed 1	Community / Recreation Facility
44 Newland Avenue	Shed 2	Community / Recreation Facility
48 Dumbarton Avenue	Hall	Community / Recreation Facility
5 St Lawrence Avenue	Abbeyfield House	Commercial
5A Hume Street	Building	Commercial
5A Hume Street	Shed	Commercial

Site Name	Asset Name	Building Use
630 Marion Road	Kindergarten	Commercial
630 Marion Road	Shed	Commercial
9 Davidson Avenue	Shed	Sporting Facility
9 Davidson Avenue	Bowling Clubroom	Sporting Facility
Administration Centre	Administration Centre	Administration
Administration Centre	Marion Heritage Research Centre (Red House)	Community / Recreation Facility
Ballara Park Reserve	Kindergarten	Commercial
Ballara Park Reserve	Shed 1	Commercial
Ballara Park Reserve	Shed 2	Commercial
Capella Drive Reserve	Public Toilet & Changeroom	Community / Recreation Facility
City Services	Wash-down Shed	Administration
City Services	Nursery Shed 1	Administration
City Services	Nursery Shed 2	Administration
City Services	Administration Building	Administration
City Services	Workshop	Administration
City Services	Stores	Administration
City Services	Reception, Lunchroom and Toilets Building	Administration
Cooinda Neighbourhood Centre	Cooinda Neighbourhood Centre	Community / Recreation Facility
Cove Civic Centre (CCC)	Cove Civic Centre (CCC)	Community / Recreation Facility
Edwardstown Soldiers' Memorial Recreation Ground	Function Centre and Clubrooms	Sporting Facility

Site Name	Asset Name	Building Use
Edwardstown Soldiers' Memorial Recreation Ground	Bowling Equipment Store	Sporting Facility
Edwardstown Soldiers' Memorial Recreation Ground	Cricket and Bike Storage	Sporting Facility
George Street Reserve	Toilet (Automated)	Community / Recreation Facility
Glade Crescent Reserve	Toilet (Automated)	Community / Recreation Facility
Glandore Community Centre	Fitz James Building	Community / Recreation Facility
Glandore Community Centre	Rugby Building	Community / Recreation Facility
Glandore Community Centre	Tool Shed	Community / Recreation Facility
Glandore Community Centre	Gundy Garage	Community / Recreation Facility
Glandore Community Centre	Naldera Building	Community / Recreation Facility
Glandore Community Centre	Gundy Building	Community / Recreation Facility
Glandore Community Centre	Malwa Building	Community / Recreation Facility
Glandore Community Centre	Slade Building	Community / Recreation Facility
Glandore Community Centre	Clark Building	Community / Recreation Facility
Glandore Community Centre	Toilet (Fixed)	Community / Recreation Facility
Glandore Community Centre	Glandore Building	Community / Recreation Facility
Glandore Community Centre	Gundy Shed	Community / Recreation Facility
Glandore Community Centre	Malwa Shed	Community / Recreation Facility
Glandore Community Garden	Shed 1	Community / Recreation Facility
Glandore Community Garden	Shed 2	Community / Recreation Facility
Glandore Oval	Football Clubroom	Sporting Facility

Site Name	Asset Name	Building Use
Glandore Oval	Netball Clubroom	Sporting Facility
Glandore Oval	Cricket Clubroom and Public Toilet	Sporting Facility
Glandore Oval	Scout Hall	Community / Recreation Facility
Glandore Oval	Store Shed	Sporting Facility
Glandore Oval	Garden Shed	Sporting Facility
Gully Road Reserve North	Toilet (Automated)	Community / Recreation Facility
Harbrow Grove Reserve	Toilet (Automated)	Community / Recreation Facility
Hazelmere Road Reserve	Shed	Sporting Facility
Hazelmere Road Reserve	Toilet (Automated)	Community / Recreation Facility
Hendrie Street Reserve	Toilet (Automated)	Community / Recreation Facility
Hendrie Street Reserve	Toilet (Automated)	Community / Recreation Facility
Heron Way Reserve	Building	Commercial
Heron Way Reserve	Toilet (Automated)	Community / Recreation Facility
Hessing Crescent Reserve	Clubroom	Sporting Facility
Hessing Crescent Reserve	Trott Park Neighbourhood Centre	Community / Recreation Facility
Hessing Crescent Reserve	Clubroom	Sporting Facility
Hessing Crescent Reserve	Toilet (Fixed)	Community / Recreation Facility
Hessing Crescent Reserve	Shed 2	Sporting Facility
Hessing Crescent Reserve	Shed 3	Sporting Facility
Hessing Crescent Reserve	Community Garden Shed 1	Community / Recreation Facility

Site Name	Asset Name	Building Use
Hessing Crescent Reserve	Community Garden Shed 2	Community / Recreation Facility
Jervois Street Reserve	Toilet (Automated)	Community / Recreation Facility
Marino Rocks Reserve	Toilet (Automated)	Community / Recreation Facility
Marion Community House	Marion Community House	Commercial
Marion Community House	Marion Community House - Kitchen	Commercial
Marion Community House	Shed	Commercial
Marion Cultural Centre (MCC)	Bike Store Shed	Community / Recreation Facility
Marion Cultural Centre (MCC)	Marion Cultural Centre (MCC)	Community / Recreation Facility
Marion Golf Park	Building	Commercial
Marion Golf Park	Store Shed 1	Commercial
Marion Golf Park	Pump Shed 1	Commercial
Marion Golf Park	Pump Shed 2	Commercial
Marion Golf Park	Pump Shed 3	Commercial
Marion Golf Park	Golf Clubroom	Commercial
Marion Golf Park	Groundsman Office	Commercial
Marion Golf Park	Store Shed 2	Commercial
Marion Leisure and Fitness Centre	Marion Leisure and Fitness Centre - Building	Sporting Facility
Marion Leisure and Fitness Centre	Marion Leisure and Fitness Centre - Gymnasium	Sporting Facility
Marion Outdoor Pool	Building	Sporting Facility
Marion Outdoor Pool	Shed Filtration	Sporting Facility

Site Name	Asset Name	Building Use
Marion Outdoor Pool	Shed 1	Sporting Facility
Marion Outdoor Pool	Shed 2	Sporting Facility
Marion Outdoor Pool	Shed 3	Sporting Facility
Marion Outdoor Pool	Shed 4	Sporting Facility
Marion Oval	Bowling Clubroom (Men's)	Sporting Facility
Marion Oval	Tennis Clubroom	Sporting Facility
Marion Oval	Clubroom and Function Centre	Sporting Facility
Marion Oval	Basketball Stadium	Sporting Facility
Marion Oval	Pump Shed	Sporting Facility
Marion Oval	Croquet Clubroom	Sporting Facility
Marion Oval	Bore / Pump Shed	Sporting Facility
Marion Oval	Garden Shed	Sporting Facility
Marion Oval	Bowling Shed 1 (Men's)	Sporting Facility
Marion Oval	Bowling Shed 2 (Men's)	Sporting Facility
Marion Oval	Bowling Shed 2 (Women's)	Sporting Facility
Marion Oval	Bowling Shed 1 (Women's)	Sporting Facility
Marion Oval	Oval Bore / Pump Shed	Sporting Facility
Marion Oval	Shed	Sporting Facility
McKellar Terrace Reserve	Tennis Clubroom	Sporting Facility
McKellar Terrace Reserve	Shed	Sporting Facility

Site Name	Asset Name	Building Use
Mitchell Park Oval	Multiuse Clubroom and Public Toilet	Sporting Facility
Nannigai Drive Reserve	Shed	Sporting Facility
Nannigai Drive Reserve	Toilet (Fixed)	Community / Recreation Facility
Newland Avenue Reserve	Community Garden Shed	Community / Recreation Facility
Oaklands Reserve (Oaklands Estate Reserve)	Toilet (Automated)	Community / Recreation Facility
Oaklands Reserve (Oaklands Recreation Plaza)	Toilet (Automated)	Community / Recreation Facility
Oaklands Reserve (Oaklands Wetlands)	Pump Shed	Administration
Olivier Terrace Reserve	19-45 Olivier Terrace	Community / Recreation Facility
Olivier Terrace Reserve	19-45 Olivier Terrace	Community / Recreation Facility
Park Holme Community Hall	Park Holme Community Hall	Community / Recreation Facility
Park Holme Community Hall	Shed	Community / Recreation Facility
Pavana Reserve	Toilet (Automated)	Community / Recreation Facility
Penrith Court Reserve	Shed	Community / Recreation Facility
Penrith Court Reserve	Mitchell Park Neighbourhood Centre	Community / Recreation Facility
Perry Barr Farm	The Barn	Community / Recreation Facility
Perry Barr Farm	Castrol Shed	Community / Recreation Facility
Perry Barr Farm	Hay Shed / Scout Hall	Community / Recreation Facility
Perry Barr Farm	Shearing Shed	Community / Recreation Facility
Perry Barr Farm	Shed - Scout	Community / Recreation Facility
Plympton Oval	Multiuse Clubroom and Public Toilet	Sporting Facility

Site Name	Asset Name	Building Use
Raglan Avenue Reserve	Pump Shed	Sporting Facility
Reserve Street Reserve	Shed	Administration
Reserve Street Reserve	Toilet (Automated)	Community / Recreation Facility
Sandery Avenue Reserve	Toilet (Automated)	Community / Recreation Facility
Scarborough Terrace Reserve	Toilet (Automated)	Community / Recreation Facility
Shamrock Road Reserve	Clubroom	Sporting Facility
Shamrock Road Reserve	DEMOLISH 2020 Toilet (Fixed)	Sporting Facility
Southbank Boulevard Reserve	Toilet (Automated)	Community / Recreation Facility
Southern Depot	Shed	Administration
Southern Depot	Transportable Offices and Lunchroom	Administration
Southern Depot	Toilet (Transportable)	Administration
Stanley Street Reserve	Clubroom	Sporting Facility
Tarnham Road Reserve	Clubroom	Sporting Facility
Tarnham Road Reserve	Shed	Sporting Facility
The Cove Oval	Netball Clubroom	Sporting Facility
The Cove Oval	Multiuse Clubroom	Sporting Facility
The Cove Oval	Shed	Sporting Facility
The Cove Oval	Canteen	Sporting Facility
The Cove Oval	Toilet (Transportable)	Sporting Facility
The Cove Oval	BMX Shed	Sporting Facility

Site Name	Asset Name	Building Use
The Cove Oval	Shed 1	Sporting Facility
The Cove Oval	Shed 2	Sporting Facility
The Cove Oval	BMX Clubroom	Sporting Facility
The Cove Oval	Netball Shed	Sporting Facility
Warradale Park Reserve	Building	Commercial
Warradale Park Reserve	Shed 1	Sporting Facility
Warradale Park Reserve	Shed 2	Sporting Facility
Warradale Park Reserve	Tennis Clubroom	Sporting Facility
Warriparinga	Living Kaurna Cultural Centre (LKCC)	Community / Recreation Facility
Warriparinga	Toilet (Fixed)	Community / Recreation Facility
Warriparinga	Fairford House	Community / Recreation Facility
Warriparinga	Shed 1	Community / Recreation Facility
Warriparinga	Coachouse	Community / Recreation Facility
Warriparinga	Fairford House Shed	Community / Recreation Facility
Weaver Street Reserve	Tennis Clubroom	Sporting Facility
Woodforde Family Reserve	Netball and Tennis Clubroom	Sporting Facility
York Avenue Reserve	Shed	Sporting Facility
York Avenue Reserve	Clovelly Park Memorial Community Centre	Community / Recreation Facility
York Avenue Reserve	Netball and Tennis Clubroom	Sporting Facility

APPENDIX C: SPROUTT BUILDING CONDITION AUDIT 2019

The Sproutt Building Condition Audit 2019

Sproutt was engaged by the City of Marion (Council) to undertake the Building Condition Assessment and 10-Year Renewal Works Program for Councils specified building asset list.
In conjunction with the condition audits, Sproutt was also engaged to capture detailed floorplans of selected significant buildings.

Onsite Audits were undertaken in November and December 2019, with post processing and reporting completed in January 2020. In addition to the Building Condition assessments a year 10 maintenance program and renewal data was provided as part of this exercise, to be used to inform long term planning and budgets of these facilities by Council.

Council nominated 175 building assets for condition assessment that were listed in the inventory provided by Council at the project inception phase.

The level of componentisation required for each building audit were based on the following hierarchy developed in collaboration between Council and Sproutt. Asset audit quantities have been included below, showing a small variation in numbers due to decommissioned assets and duplicates located in the data cleansing process.

Sproutt utilised the industry standard condition scoring matrix when assessing assets and components. The scoring matrix used by Council is broadly in line with the condition rating proposed by NAMS as well as the International Infrastructure Management Manual.

Audit Hierarchy	Hierarchy Description	Final Qty of Assets
1	Major Assets; fully componentised at a building level. (e.g. Administration centre, city works, community centres, libraries, major clubrooms.)	77
2	Secondary Assets; partially componentised, externals only. (e.g. Minor clubrooms, toilets and workshops/sheds.)	23
3	Minor Assets; single component. (e.g. Sheds and storage facilities.)	76
	TOTAL ASSETS AUDITED	**176**
4*	Out of Audit Scope (e.g. Exeloos, playground shelters, shade structures, cricket nets, miscellaneous structures.)	277
NA	Decommissioned / Assets No Longer Existing / Data Duplicates	6
	TOTAL COUNCIL BUILDING & STRUCTURES ASSETS	**453**

*(Note that Category 4 structures were not audited as part of this building audit project, and form a wider part of the property portfolio.)

Council's Condition Scoring Matrix appears as follows:

Condition Score	Condition	Description
1	Excellent	Asset is new or near new with minimal signs of wear or tear.
2	Good	Asset has limited signs of wear and use that only require routine maintenance.
3	Average	Asset has numerous signs of wear and use. While the condition is still acceptable for normal use, minor capital works are needed to prevent further deterioration.
4	Poor	Asset has considerable signs of wear and use. The condition is impacting on the use of the asset and major capital works are required to return the asset to an acceptable condition.
5	Very Poor	Asset is at the end of its useful life and only provides a severely degraded service or can no longer provide the service it is intended to provide. It is beyond practical renewal and requires replacement.

Sproutt produced data to assist in production of a ten-year building maintenance and renewal work program due to commence in the 2021/2022 financial year. The renewal items and program inform future budgets and strategic outcomes for Council regarding the building's asset class. The works stated are clearly defined as well as prioritised for the nominated term.

The priority of works identified utilises the below rating mechanism. A summary of the outcomes follows:

Priority	Timeframe	Description
P1	Required Immediately (or within 12 months)	Work needs to meet statutory obligations, ensure WHS regulations and prevent severe injury.
P2	Required in 1-2 years	Work that affects operational capacity and may lead to serious deterioration if untreated.
P3	Required in 2-5 years	Work that has minimal effect on operational capacity but desirable to maintain quality.
P4	Required in 5-10 years	Work can be safely and economically deferred beyond 5 years.

Portfolio Summary of analysis

Admin and Operations Buildings

Overall assessments

	Sites	Buildings	Sheds
Required standard higher than Current standard	Admin	Administration (3990m2)	nil
	City Services	nil	Washdown Shed (14m2)
Low rating (4,5) for Condition	nil		
Low rating (4,5) for Suitability	City Services	nil	Nursery Shed (63m2)
Low rating (4,5) for Meeting user requirements	nil		
Low rating (4,5) for Building disposition on site	nil		
Low rating (4,5) for adequacy of support facilities	nil		
Low rating (4,5) for level of risk to public health and safety	nil		
Low rating (4,5) for compliance with codes and regulations	City Services	nil	Nursery Shed (63m2)

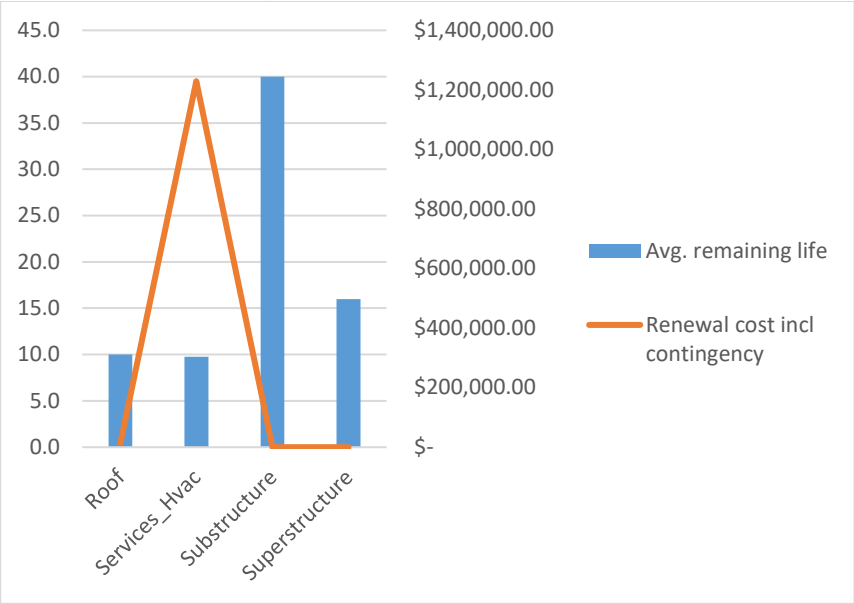
Detailed assessments

Low scoring components

Admin (3990m2) HVAC 9.8 year life $1.2m renewal in 5-10 years.

City Services Nursery Shed (63m2) Roof 10 year life $13,000 renewal in 5-10 years.

Sites with low ratings of condition of building elements



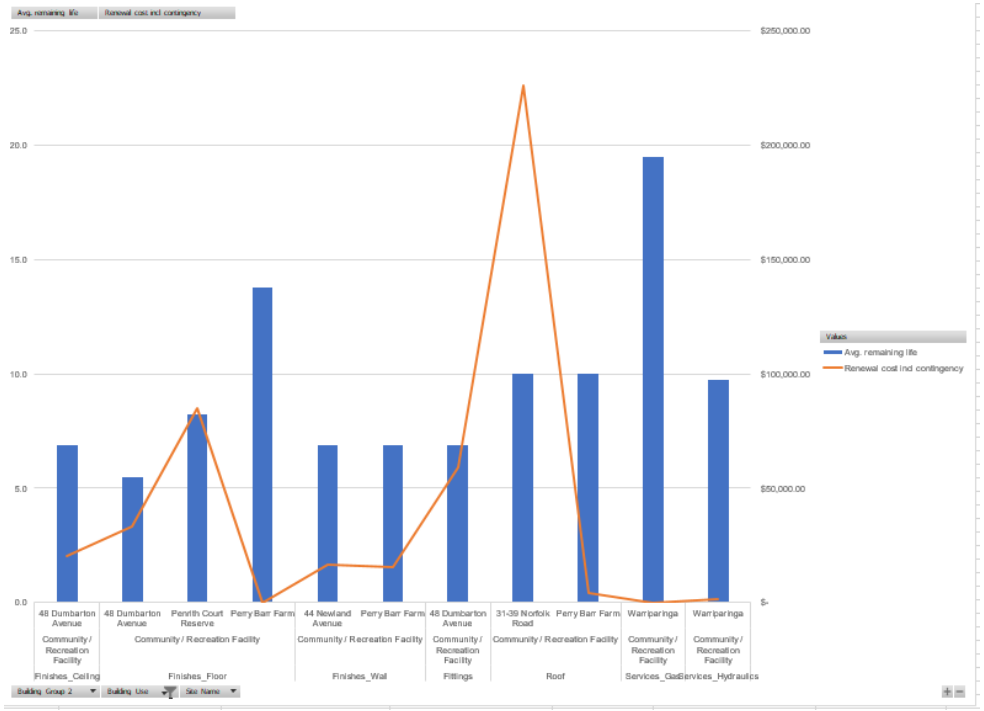
Community Buildings

Overall Assessments

	Sites	Building	Sheds
Required standard higher than Current standard	318 Diagonal Road Sturt	Cooinda Neighbourhood Centre (937m2)	nil
	Warriparinga	LKCC (421m2)	
Low rating (4,5)for Condition			
Low rating (4,5)for Suitability	Marino Hall 44 Newland Ave	Marino Hall (579m2)	
Low rating (4,5)for Meeting user requirements	Warriparinga		Shed (14m2)
Low rating (4,5)for Building disposition on site			
Low rating (4,5)for Adequacy of support facilities			
Low rating (4,5)for lLevel of risk to public health and safety			
Low rating (4,5)for Compliance with codes and regulations	Marino Hall 44 Newland Ave	Marino Hall (579m2)	

Sites with low ratings of condition of Building elements

Row Labels	Avg. remaining life	Renewal cost incl contingency
Finishes_Ceiling		
Community / Recreation Facility		
48 Dumbarton Avenue	6.9	$ 20,389.23
Finishes_Floor		
Community / Recreation Facility		
48 Dumbarton Avenue	5.5	$ 33,226.90
Penrith Court Reserve	8.3	$ 84,883.07
Perry Barr Farm	13.8	$ -
Finishes_Wall		
Community / Recreation Facility		
44 Newland Avenue	6.9	$ 16,374.12
Perry Barr Farm	6.9	$ 15,610.82
Fittings		
Community / Recreation Facility		
48 Dumbarton Avenue	6.9	$ 58,902.23
Roof		
Community / Recreation Facility		
31-39 Norfolk Road	10.0	$ 225,968.80
Perry Barr Farm	10.0	$ 4,347.32
Services_Gas		
Community / Recreation Facility		
Warriparinga	19.5	$ -
Services_Hydraulics		
Community / Recreation Facility		
Warriparinga	9.8	$ 1,560.27
Grand Total	**Avg. remaining life**	
	Value: 9.8	



Maintenance Plan

Required immediately P1 $1950

Cove Civic Centre (CCC)	External	Plant Room	Wall	Missing Component
Living Kaurna Cultural Centre (LKCC)	External	Louvred window	Fly Screens	Damaged
Living Kaurna Cultural Centre (LKCC)	External	Western side	Facia	Displacement
Living Kaurna Cultural Centre (LKCC)	Internal	Kitchen	Extraction Hood	Compliance Issue

Required in 1-2 years P2 $15336

Including
Extreme Severity
Cove Civic Centre Locker Door missing
Moderate severity $11400

Marion Cultural Centre (MCC)	Internal	Staff room	Roof	Void/ Puncture / Hole
Marion Cultural Centre (MCC)	Internal	Art gallery moni	Wall	Void/ Puncture / Hole
Marion Cultural Centre (MCC)	External	Shopping centre	Floor	Paint Surface Failed
Marion Cultural Centre (MCC)	External	Art gallery Conn	Wall	Rust - Surface

Slight severity $500

Cove Civic Centre (CCC)	Internal	Staff Room - Meeting room	Wall	Paint Surface Failed
Cove Civic Centre (CCC)	Internal	Staff room - Meeting room	Wall	Void/ Puncture / Hole
Cove Civic Centre (CCC)	Internal	South western side, main library	Ceiling	Cracking
Cove Civic Centre (CCC)	Internal	South western side - main library	Ceiling	Cracking
Cove Civic Centre (CCC)	Internal	Main library - Toy Library	Ceiling/Wall	Cracking

Required in 2-5 years
$500
Minor items at Marion Cultural Centre

Sport and Recreation Facilities

Overall Assessments

	Sites	Building	Sheds
Required standard higher than Current standard	Ballara Park Reserve	Tennis Clubroom (28m2)	nil
	Marion Oval	Tennis Clubroom	nil
		Basketball Stadium	nil
	The Cove Oval	Multiuse Clubroom (755m2)	nil
	Hessing Crescent Reserve	nil	Clubroom (79m2)
	Marion Outdoor Pool	nil	Shed 4 (9m2)
	Nannigai Drive Reserve	nil	Shed (100m2)
Low rating (4,5) for Condition	Glandore Oval	nil	Store Shed
	Marion Oval	nil	Shed
	Nannigai Drive Reserve	nil	Shed
Low rating (4,5) for Suitability	Marion Leisure and Fitness Centre	Marion Leisure and Fitness Centre (5571m2)	
	McKellar Terrace Reserve	Tennis Clubroom (101m2)	
	Plympton Oval	Multi-use Clubroom and Public Toilet (892m2)	
Low rating (4,5) for Meeting user requirements	nil		
Low rating (4,5) for Building disposition on site	nil		
Low rating (4,5) for Adequacy of support facilities	nil		
Low rating (4,5) for Level of risk to public health and safety	nil		
Low rating (4,5) for Compliance with codes and regulations	Marion Leisure and Fitness Centre	Marion Leisure and Fitness Centre (5571m2)	

Sites with low ratings of condition of Building elements

Row Labels	Avg. remaining life	Renewal cost incl contingency
Finishes_Ceiling		
Sporting Facility		
Marion Leisure and Fitness Centre	6.9	$ 251,697.78
Marion Oval	6.9	$ 44,489.51
Finishes_Floor		
Sporting Facility		
Glandore Oval	5.5	$ 12,621.63
Marion Oval	5.5	$ 25,807.81
McKellar Terrace Reserve	5.5	$ 12,628.93
Finishes_Wall		
Sporting Facility		
Marion Oval	6.9	$ 15,853.77
Fittings		
Sporting Facility		
Glandore Oval	6.9	$ 18,645.59
Marion Oval	6.9	$ 28,758.00
Roof		
Sporting Facility		
Marion Oval	10.0	$ 359,568.39
Services_Fire		
Sporting Facility		
Glandore Oval	9.8	$ 320.92
Services_Hydraulics		
Sporting Facility		
The Cove Oval	9.8	$ 87,287.76
Services_Site		
Sporting Facility		
Marion Oval	19.5	$ -
Substructure		
Sporting Facility		
McKellar Terrace Reserve	40.0	$ -
Grand Total	**10.5**	**$ 857,680.07**

NB Marion Oval refers to Basketball Stadium

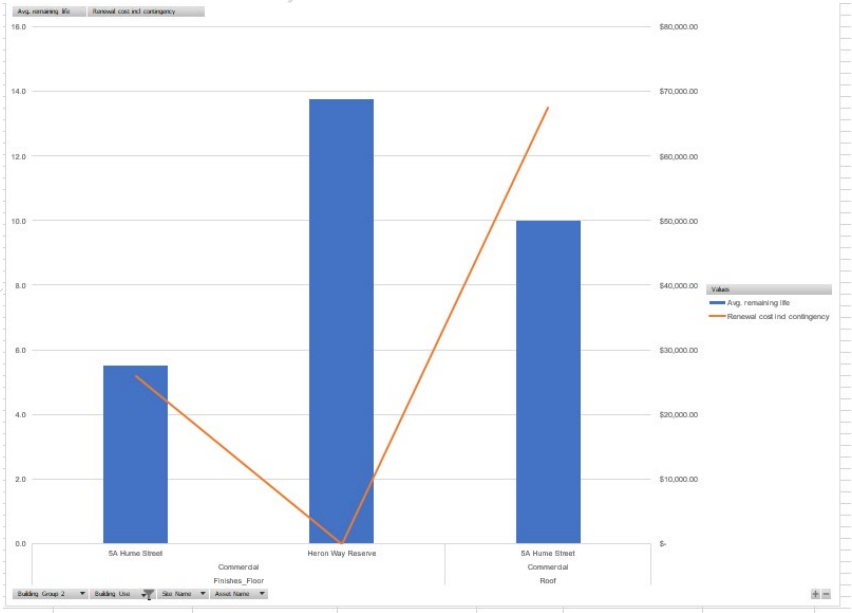
Commercial (excluding Ground Leased sites)

Overall assessments

	Sites	Building	Sheds
Required standard higher than current standard	nil		
Low rating (4,5) for Condition	nil		
Low rating (4,5) for Suitability	Marion Golf Park	Clubroom and Change Facilities (253m2)	Store Shed
Low rating (4,5) for Meeting user requirements	nil		
Low rating (4,5) for Building disposition on site	nil		
Low rating (4,5) for adequacy of support facilities	nil		
Low rating (4,5) for level of risk to public health and safety	nil		
Low rating (4,5) for compliance with codes and regulations	Marion Golf Park	Clubroom and Change Facilities (253m2)	Store Shed

Sites with low ratings of condition of Building elements

Row Labels	Avg. remaining life	Renewal cost incl contingency
Finishes_Floor		
Commercial		
5A Hume Street	5.5	$ 25,878.47
Heron Way Reserve	13.8	$ -
Roof		
Commercial		
5A Hume Street	10.0	$ 67,404.39
Grand Total	**9.8**	**$ 93,282.86**



Heron Way Reserve refers to the Boatshed Café.

Note 5a Hume Street is subject to a ground lease to the State Government for the Kindergarten, therefore renewal costs are not CoM responsibility.

APPENDIX D: LICENCED COMMUNITY PROPERTY – SHARED RESPONSIBILITIES SCHEDULE

Guidelines for maintenance, repair and building upgrades for Council owned Land

The following list of maintenance responsibilities are a guide only and must be read in accordance with the relevant provisions of the licence to the extent of any ambiguity or conflict.

Building

Description	Council	Licensee	Additional Information
Automatic Doors including keypad	Install/Replace	Repair/Maintain	Licensee to keep clean and unobstructed and service regularly.
Ceiling Fans	Nil Responsibility	Total Responsibility	Landlord Approval Required.
Ceilings	Install/Replace/Repair	Maintain	Licensee to keep clean and free from cobwebs Repair damage from activities.
Cleaning Internal and within 3 metres of the exterior of the building	Nil Responsibility	Total responsibility	
Curtains and Blinds	Install/Replace	Repair/Maintain	
Doors and Doorways	Install/Replace	Repair/Maintain	Licensee to make minor adjustments to make operable. Keep doors operational – repair (broken door hinges, handles locks, coverings).
Electrical Supply / Meter Board	Total Responsibility	Nil Responsibility	
Electrical Switches & Power Points	Nil Responsibility	Total Responsibility	Landlord Approval Required
Electrical Testing and Tagging	Nil Responsibility	Total Responsibility	
Emergency Light(s)	Nil Responsibility	Total Responsibility	
Exhaust/Extraction Fan(s)	Nil Responsibility	Total Responsibility	Licensee to clean and maintain.
Fire Blanket(s)	Nil Responsibility	Total Responsibility	Maintain in accordance with the Building Code of Aust.
Fire Exit Door(s)	Install/Replace	Repair/Maintain	Maintain in accordance with the Building Code of Aust.
Fire Extinguisher(s)	Nil Responsibility	Total Responsibility	Maintain in accordance with the Building Code of Aust.

Description	Council	Licensee	Additional Information
Fire Hose Reel(s)	Install/Repair/Replace	Maintain	Licensee to keep clean and unobstructed.
Fire Sprinkler System	Total Responsibility	Nil Responsibility	
Fixed RCD's	Total Responsibility	Nil Responsibility	
Floors – Carpet / Vinyl / Tiles	Install/Replace	Repair/Maintain	Licensee to clean and repair to appropriate finish.
Floors – Timber / Concrete	Install/Replace	Repair/Maintain	Licensee to clean, polish and repair to appropriate finish.
Gas Supply / Pipes	Total Responsibility	Nil Responsibility	
Graffiti – External	Total Responsibility	Nil Responsibility	Unless specific to the user.
Graffiti - Internal	Nil Responsibility	Total Responsibility	
Grease Traps	Nil Responsibility	Total Responsibility	
Gutters and Downpipes	Total Responsibility	Nil Responsibility	
Hand Drying Facilities Electric / Paper	Nil Responsibility	Total Responsibility	Licensee to undertake Electrical Testing and Tagging.
Heating & Cooling Systems	Install/Replace	Repair/Maintain	Licensee to clean, service regularly, change filters etc.
Hot Water System	Install/Replace	Repair/Maintain	
Illuminated Exit Light(s)	Install/Replace	Repair/Maintain	
Kitchen & Bar Pipes and Taps (Plumbing only)	Install/Replace	Repair/Maintain	Licensee to keep clean.
Kitchen & Bar Surfaces & Structure	Install/Replace	Repair/Maintain	
Lifts	Total Responsibility	Nil Responsibility	Licensee to keep clean and unobstructed.
Lighting – Exterior (including Sensors and Timers)	Install/Replace	Repair/Maintain	Licensee to replace globes, keep clean and free from cobwebs.
Lighting – Interior	Nil Responsibility	Total Responsibility	

Description	Council	Licensee	Additional Information
Locks and Keys Council Code System	Install/Replace/Repair	Maintain	Licensee to replace lost keys/security fobs at own cost.
Locks and Key Non Council Code System	Install/Replace	Repair/Maintain	Licensee to replace lost keys at own cost.
Loose Furniture and Electrical Appliances	Nil Responsibility	Total Responsibility	
Mirrors	Nil Responsibility	Total Responsibility	
Paintwork - External	Total Responsibility	Nil Responsibility	
Paintwork – Internal	Nil Responsibility	Total Responsibility	Repaint every 7 years and end of licence.
Pest Control (Licensed Premises)	Nil Responsibility	Total Responsibility	
Pipes - External	Total responsibility	Nil responsibility	
Ramps/Hand Rails	Install/Replace/Repair	Maintain	Keep clear and unobstructed.
Roller Doors	Nil Responsibility	Total Responsibility	Landlord Approval Required.
Roof	Total responsibility	Nil responsibility	
Security Alarm System	Nil Responsibility	Total Responsibility	
Security Screen Doors	Install/Replace	Repair/Maintain	
Sewer Drain	Install/Replace/Repair	Maintain	Licensee to keep free from blockages and repair damage caused by use.
Showers	Install/Replace	Repair/Maintain	Licensee to clean and descale shower head on a regular basis to keep free from bacteria.
Signs - External	Nil Responsibility	Total Responsibility	Landlord Approval Required
Signs – Internal	Nil Responsibility	Total Responsibility	
Smoke Alarms/Detectors	Install/Replace	Repair/Maintain	Licensee to test/service regularly and replace batteries if not hardwired.
Soap Dispensers	Nil Responsibility	Total Responsibility	
Solar Panels and System	Nil responsibility	Total Responsibility	

Description	Council	Licensee	Additional Information
Special Equipment (Community Installed)	Nil responsibility	Total Responsibility	Landlord Approval Required.
Staircase	Install/Replace/Repair	Maintain	Licensee to and keep free of debris. Keep access egress areas clear.
Tapware	Install/Replace	Repair/Maintain	
Telecommunications	Nil Responsibility	Total Responsibility	
Toilets – Cisterns and Bowls	Install/Replace/Repair	Maintain	
Toilets – Seats	Nil Responsibility	Total Responsibility	
Verandah - Posts	Install/Replace/Repair	Maintain	Licensee to repaint.
Walls - External	Install/Replace/Repair	Maintain	Licensee to keep clean and free from cobwebs.
Walls – Internal	Replace structural walls only	Repair/Maintain	Clean and keep free of mould/ grime and cobwebs. Repair damage caused by use. Repaint
Water Supply / Pipes / Systems	Install/Replace	Repair/Maintain	
Windows – Frames and Mechanisms	Install/Replace/Repair	Maintain	
Windows – Glass	Install/Replace/Repair	Maintain	Licensee to keep glazing clean (Internal and External) Replace glazing if damage caused by use

Building Grounds

Description	Council	Licensee	Additional Information
Bore Systems including sheds	Install/Replace/Repair	Maintain	Licensee to maintain pump.
Boundary Fencing & Gates	Total responsibility	Nil responsibility	
Carpark Line Marking	Total responsibility	Nil responsibility	
Carpark Surfaces	Install/Replace/Repair	Maintain	Licensee to keep clean and unobstructed.
Garden Areas	Nil Responsibility	Total Responsibility	Licensee to plant, irrigate and keep free from weeds.
Internal Roads	Install/Replace/Repair	Maintain	Licensee to keep clean and unobstructed.
Internal Roads Line Marking	Total responsibility	Nil responsibility	
Irrigation (Reticulation) System	*Install/Replace	Repair/Maintain	*Replacement in partnership.
Pathways	Install/Replace/Repair	Maintain	Licensee to keep clean and unobstructed.
Play Equipment Council Installed	Total responsibility	Nil responsibility	
Play Equipment Non Council Installed	Nil responsibility	Total responsibility	See Special Conditions.
Public Toilets	Total responsibility	Nil responsibility	
Seating – Public Benches	Total responsibility	Nil responsibility	
Sheds	Nil responsibility	Total responsibility	Landlord Approval Required.
Unimproved Surfaces	Install/Replace/Repair	Maintain	Licensee to keep clean and unobstructed.
Water Tanks	Replace/Repair	Maintain	
Shade Sails	Nil Responsibility	Total Responsibility	Landlord Approval Required.

Sporting Facilities

Description	Council	Licensee	Additional Information
Basketball Floor/Surface	*Nil Responsibility	*Total Responsibility	*Replacement in partnership. Licensee to clean, repair to appropriate finish, sand and polish every 5 years and undertake line marking.
Basketball Backboards, nets, rings	Nil Responsibility	Total Responsibility	
Basketball scoreboard/fixed furniture	Install/Replace	Repair/Maintain	
Bowling Greens	Nil Responsibility	Total Responsibility	
Cricket Nets and Turf Pitches	Nil Responsibility	Total Responsibility	
Goal Posts - All	Total Responsibility	Nil Responsibility	
Hard wickets	Total Responsibility	Nil Responsibility	
Hard wickets Covering/Uncovering	Total Responsibility	Nil Responsibility	
Improvements, coaches boxes, etc.	Nil Responsibility	Total Responsibility	Landlord Approval Required.
Lights and Lighting Towers - Sporting Grounds	*Install/Replace	Repair/Maintain/ Replace globes	*Replacement in partnership.
Line Marking - Ovals	Nil Responsibility	Total Responsibility	
Netball Courts	*Nil Responsibility	*Total Responsibility	*Replacement in partnership.
Oval Grounds Maintenance	Install/Replace/Repair	Maintain	Keep clean and unobstructed.
Scoreboards	Nil Responsibility	Total Responsibility	Landlord Approval Required.
Tennis Courts	*Nil Responsibility	*Total Responsibility	*Replacement in partnership. Licensee to clean and keep free from debris and clear drains.
Tennis/Netball fences, nets, posts and line marking	*Total Responsibility	*Nil Responsibility	* Licensee responsible for line marking and nets.

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Front Cover Artwork

Title: Edwardstown Soldiers' Memorial Recreation Ground

DRAFT Open Space Asset Management Plan 2020 - 2030

CITY OF MARION



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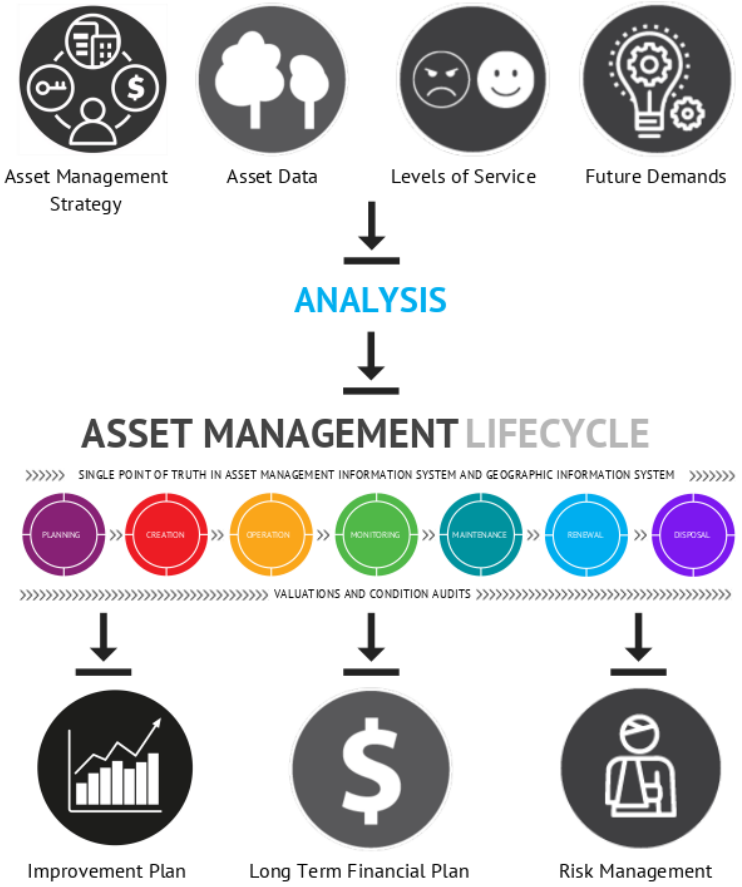
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DATA SOURCES

Draft Open Space Plan 2020
JLL CoM Valuation Data 2018
Open Space Operations Budget 2018-19
CoM Tree Management Framework 2018
CoM Remnant Native Vegetation Plan 2018-23
2020 City of Marion Community Satisfaction Survey
30 Year Plan for Greater Adelaide

REFERENCES

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
IPWEA, 2015, 3rd edn. 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM



1 - INTRODUCTION

What is this plan about?

The City of Marion uses a range of Open Space assets to deliver services to improve our residents' quality of life. These include parks and reserves dedicated to:

- Recreation - active
- Recreation - non-active
- Play
- Sport
- Dog Parks

There are close to 300 Open Space land parcels within the City of Marion, these range from small to large reserves. Open Space does not include Council owned buildings, road reserves or other insignificant infrastructure such as roundabouts. Council seeks to make maximum use of assets and ensure services are sustainable while providing value for money for ratepayers.

This asset management plan (AMP) defines the Open Space assets that help deliver the services we provide, how they are provided, and the funding required to deliver Open Space management and renewal replacement programs over 10 years.

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation, renewal and disposal).

What will we do?

A significant part of Council's annual spend is devoted to the repair, maintenance and upgrade of the assets which deliver safe and sustainable services to the community. Council will continue to invest in these assets as cost effectively as possible whilst considering beneficial advancements in technology. This plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to make open space assets more environmentally sustainable and resilient to climate change.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently. Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

OPEN SPACE ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Parks, reserves and open space land parcels

Gross replacement cost $22.8M
Reliable asset data

What it will cost over the 10-year planning period



Creation	$0.60M
Operation and Monitoring	$58.18M
Maintenance	$5.10M
Renewal	$17.31M
Total	$81.19M

Levels of Service



- Operate and maintain sites to established levels of service in accordance with the Open Space Hierarchy
- Upgraded levels of service at selected sites in accordance with the Open Space Plan

This Plan defines the operations and maintenance budgets required to service Council's Open Space Assets for the next ten years.

Risk Management



Some controls in place to manage the major risks

Budget pressures reduce ability to operate and maintain assets at expected higher levels of service

Funding levels need further review to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring



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

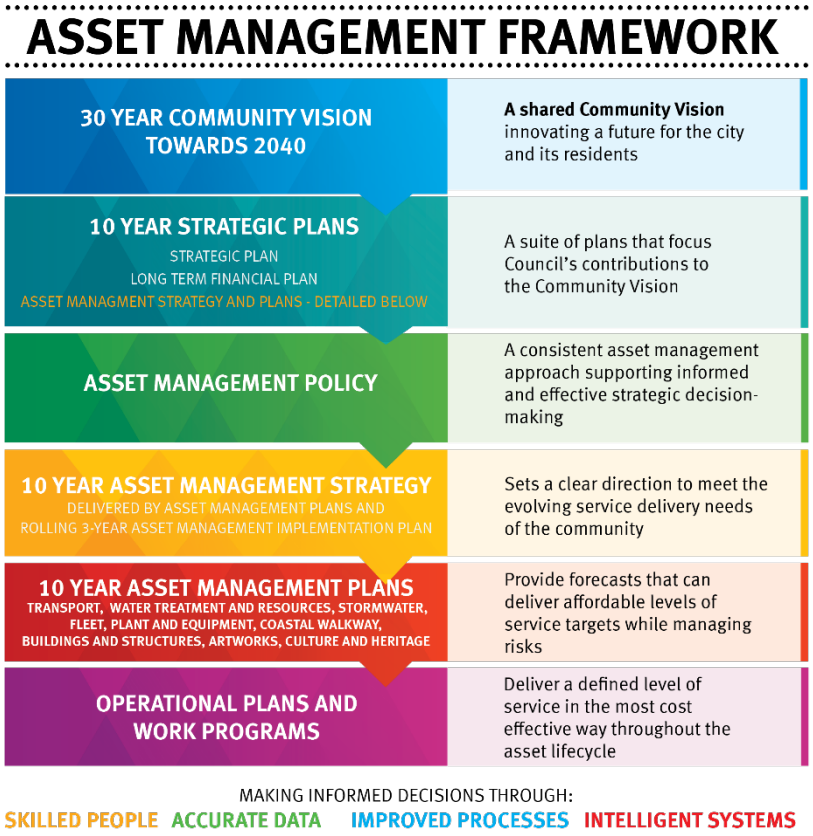
Improvement Plan



- Undertake further analysis of Open Space related expenditure including planned and unplanned maintenance
- Improve Open Space utilisation measures to drive data-driven decision making around future planning and service provision
- Explore alternative asset management systems (as part of council's Digital Transformation initiative) to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime
- Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Open Space Assets can reduce carbon emissions for Council operations by 2030

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan reflects and responds to change It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy.

It is funded by the Long-Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council. Open Space assets provide an accessible and diverse variety of recreation and natural environment conservation and appreciation opportunities that are distributed across the City. They contribute to neighbourhood character, provide opportunities for active living and community engagement, and protect and enhance natural environments.

Within the Playground Framework Policy (2017), the City of Marion classified its Open Space Reserves into a three-level hierarchy:

Local Level Reserves - primarily cater for people living and working within walking distance.	225
Neighbourhood Level Reserves - of a higher quality with a diversity of character in good locations that cater for one or more suburbs.	45
Regional Level Reserves - large, high quality destinations that have broad appeal and attract visitors and local community members alike.	19
TOTAL	**289**

These are classified according to their Primary Classification as follows:

Play	45
Recreation - active	39
Natural Landscape area	54
Recreation – non active	61
Sport	20
Dog Park - Dedicated use	1
Linear/Linkage	20
Nature Conservation	27
Wetland	8
Cultural/Heritage	7
Community Garden	1
TOTAL	**283**

Within those reserves a range of asset types are found as per the table below

Service Provided	Asset Category	Quantity	Useful Life / Replacement Timing	Comments
Playgrounds	Local level Playgrounds	40	20	
	Neighbourhood Level Playgrounds	42	20	
	Regional level Playgrounds	6	20	
Playing fields/ courts	Community access playing fields	1	40	
	(Club leased playing fields – primary user AFL/cricket – limited community access)	8	40	Refer to Buildings and Structures AMP
	(Club leased playing fields – primary user Soccer – limited community access)	4	40	Refer to Buildings and Structures AMP
	Community tennis only courts	47	25	
	Community Multi use courts	16	25	
	Community netball only courts	11	25	
	Netball ring	4	25	
	Community (3v3) Basketball courts	23	25	
Other Built infrastructure	Community BBQs	35 units	25	
	Toilet Blocks	29	40	
	Off street parking	26 Sites	40	
	Shelter/Shade structures	170	30	
	Lighting	70 Sites	25	
	Irrigation systems	49 Ha covered		
	External fitness equipment assemblies	9 sites	20	
	Buildings			Refer to Buildings and Structures AMP
	Trails			Refer to Coastal Walkway AMP and Transport AMP
	Toilets	9	30-50	Refer to Buildings and Structures AMP
Green infrastructure	Constructed landscape as primary form	199 sites	40	
	Natural landscape/ vegetation as primary use	81 sites	Indefinite	Refer to City of Marion Remnant Native Vegetation Plan 2018-2023
	Wetland as primary use	8 sites	40	
	Community garden	5 sites	20	
	Significant trees		Indefinite	Refer to City of Marion Tree Management Framework 2018

Infrastructure items are recorded in the following categories

- Furniture
- Irrigation (controllers only)
- Play space infrastructure
- Structures (sheds and shelters)
- Landscaping features

Below ground infrastructure is independently recorded on the Irrigation database. Vegetation is recorded through independent arboriculture and native vegetation records. Open Space is also independently recorded in Council's GIS system. Data includes reserve boundaries, selected infrastructure and the footprints of City of Marion owned buildings

Valuation Data

Open Space infrastructure was valued in 2018 by Jones Lang LaSalle (JLL) with a Gross Replacement Cost of $22.8M and a Fair Value of $18.6M.

Green infrastructure, trees, remnant native vegetation, irrigation infrastructure are not valued under current valuation procedures. Green infrastructure includes the following:

1. Indigenous flora, fauna and landscape, which may be in various states of health from fairly intact through to almost 100% exotic.
2. Developed open spaces covering parks and gardens including sports fields and golf courses, roadside verges and nature strips.
3. Waste land or unallocated sites where vegetation provides some ecosystem services but is essentially unmanaged.
4. Water-sensitive urban design (WSUD) incorporating natural and artificial components.
5. Vegetation integrated into the built environment, which includes street trees, green roofs and walls.
6. Agricultural and horticultural land, where the primary activity is commercial.

Source: Jones, R. N., Symons, J. and Young, C. K. (2015) Assessing the Economic Value of Green Infrastructure: Green Paper. Climate Change Working Paper No. 24. Victoria Institute of Strategic Economic Studies, Victoria University, Melbourne.

Data Quality

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

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

Data confidence is assessed as uncertain (level C) for asset data used in the preparation of this plan.

5 - LEVELS OF SERVICE

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	Provide a safe open space network for enjoyment by members of the public	Infrastructure risk assessed to ensure it is safe for community use. Due regard is given to community expectations with regard to incorporating controlled environments that support a learned approach to developing risk-taking skills in children and adolescents. Compliance with applicable legislative or community standards is collected in the lead up to a major renewal project. Applicable standards comprise AS4685 Playground equipment and surfacing, AS4422 Playground surfacing. Similarly, public health risk assessments to ensure open space users are not exposed to hazardous materials or soil contaminants take place prior to major upgrades or immediately when any potential risks are discovered.
Quality	Provide quality infrastructure.	Assets are managed and maintained to best practice industry standards
Function	Provide an open space network that provides a range of experiences to the public that supports health, wellbeing and nature conservation	Asset hierarchy and distribution network established – see attached detailed levels of service Data is currently collected in the lead up to a major renewal project. This is also tested through community surveys ahead of upgrade projects to get a general picture of demand and suitability.
Capacity	Availability of appropriate infrastructure to meet community expectations in distributed locations	Improved utilisation measurement is recommended in the Improvement Plan Data is currently collected in the lead up to a major renewal project. Capacity in terms of distribution of recreational opportunities across the City of Marion is assessed through mapping of open space provision against the open space policy. Capacity of carparking associated with open space is assessed prior to major upgrades and subsequently through tracking customer feedback including resident feedback.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment	Environmental factors are considered when selecting assets, including water usage

Community feedback (What you told us)

The independently produced 2020 City of Marion Community Satisfaction Survey revealed the following data about the City of Marion's Open Space asset group.

Service question	Importance				Satisfaction			
	Very Important	Somewhat important	Low importance	Not important at all	Very Satisfied	Somewhat satisfied	Dissatisfied	Very Dissatisfied
Lighting in streets and reserves	81%	16%	3%	0%	26%	54%	14%	6%
Sport and Recreation Facilities	46%	39%	12%	3%	25%	62%	10%	3%
Quality and features of Playgrounds and reserves	54%	34%	10%	2%	29%	52%	12%	7%
Irrigation of reserves	44%	42%	13%	1%	28%	58%	10%	4%
Number of Playgrounds	42%	39%	16%	3%	34%	51%	10%	5%
Graffiti Removal	56%	33%	9%	2%	25%	53%	16%	6%

This data indicates that the Open Space assets as they are currently configured are highly valued by the community and there is a high level of satisfaction with their standard of facilities and upkeep. One area that appears to be of particular community importance is the standard of lighting in streets and reserves.

The satisfaction figures indicate a higher level of dissatisfaction with the lighting aspect of current provision than in other aspects. Similar levels of dissatisfaction the quality and features of playgrounds and reserves would indicate that ongoing renewal of these assets continues to be demanded. Graffiti removal is an important aspect of maintenance requiring ongoing effort.

Service Levels Hierarchy

In pursuit of community demand for quality and equitable access, the City of Marion has drafted comprehensive Service Level Standards for its Open Space assets.

Classification	Hierarchy	Types of Facilities	
Recreation - active Designed for active informal recreation that can include facilities such as playgrounds, grassed areas for ball games, multi-purpose courts, fitness equipment.	Local	• seating • drinking fountain • natural shade	• nature play elements • Irrigated, grassed area
	Neighbourhood	• irrigated, grassed area for ball games • natural and/or artificial shade • shelter structure • pathways • seating	• minor sporting and recreation facilities, including nature play and fitness • drinking fountain
	Regional	• sporting and recreation facilities / running tracks • nature play • public toilet • shade and shelter • pathways	• public art • off road car parking • seating • drinking fountain • Irrigated grassed area
	State	• walking, cycling, mountain bike and horse-riding trails	• nature play areas • shelters and BBQ's
Classification	**Hierarchy**	**Types of Facilities**	
Recreation – non active Designed primarily for passive recreation activities such as relaxing, strolling, picnics, and barbeques.	Local	• seating / picnic facilities •	• pathways
	Neighbourhood	• seating • drinking fountains • pathways	• shelter • picnic facilities • BBQ
	Regional	• seating • drinking fountains • pathways • shelter • picnic facilities	• off road car parking • public toilet • public art • BBQ • bike racks
	State	• seating • drinking fountains • trails • natural shade • shelter • picnic facilities	• off road car parking • public toilet • public art • educational signage • areas for protection and enhancement of local native flora and fauna

Classification	Hierarchy	Types of Facilities
Play Where a playground is the dominant feature of the open space. Provision of playgrounds is guided by the Playground Framework. This classification can include skate parks / youth facilities.	Local Neighbourhood Regional City Wide Attraction	As per playground service levels.
Classification	**Hierarchy**	**Types of Facilities**
Sport Where sport facilities are the principal purpose of the open space that are associated with club membership - usually competitive use. There can be community use outside of competitive sport schedules.	Community Courts	• court – may be multi use • drinking fountain • pathways • fencing
	Club Courts	• seating • drinking fountain • pathways • sporting and recreation facilities • irrigated lawn areas
Classification	**Hierarchy**	**Types of Facilities**
Dog Park Where a principal use of the open space is for dog off-leash exercise	Dog Friendly (Where the site may be a shared use space)	• seating • pathways • fencing • drinking fountain and dog bowl • signage • bin and dog bag dispensers
	Formal Dog Park	• seating • drinking fountain and dog bowl • pathways • fencing • shelter • plantings and landscaping • signage • car parking

	Local	Neighbourhood	Regional	City Wide Attraction
Purpose:	Local Level playgrounds primarily cater for people living and working within walking distance. These spaces are less developed with limited play equipment. They provide environmental value through urban heat mitigation, contributing to biodiversity, and improving air quality.	Neighbourhood Level playgrounds will be of a higher quality with a diversity of character in good locations that cater for one or more suburbs. Due to the broader scale of facilities people can use these playgrounds for extended periods of time. They provide similar environmental value as Local Level playgrounds.	Regional Level playgrounds are large, high quality destinations that have broad appeal and attract visitors and local community members alike. They offer unique play and recreation opportunities and offer environmental benefits through the enhancement of natural landscapes.	A space that attracts city wide visitors and tourists. The space will offer a unique play and recreation opportunity that celebrates the City of Marion sense of place in addition to offering environmental benefits through the enhancement of natural landscapes. A City Wide Attraction will be aligned to a placemaking opportunity facilitating economic development, community capacity building and stewardship.
User Catchment:	Distributed within approximately 500m walking distance to dwellings and workplaces.	Distributed within approximately 750m distance to dwellings and workplaces. Serves surrounding suburbs and is generally within walking or cycling distance, but some may drive.	Distributed within approximately 1.5km distance to dwellings and workplaces. Large catchment serving residents citywide and regionally. These open spaces can be used for long periods of time.	Large catchment serving residents city wide and state-wide tourists. A City Wide Attraction will cater for a diversity of users from passive recreation, family picnics, and community group gatherings to larger events.
Types of Facilities:	• Play equipment i.e. swing, slide, combination system • Seats / Furniture, including at least one bench • Vegetation amenity plantings including adequate plantings for shade Pathways, including civil	• Play equipment i.e. swing, slide, combination system and natural play elements where possible • Seats and picnic facilities, drink fountain • Vegetation amenity plantings including adequate plantings for shade • Pathways, including civil • Basketball / Netball half court • Rubber Soft fall • Shelter Structure • Other play features and amenities for a range of age groups **Consideration for artificial shade over play equipment	• Play equipment i.e. swing, slide, combination system, climbing structures, potential basketball / netball half court, natural play elements, iconic features • Opportunity for site specific play elements • Rubber soft fall • Seats, multiple picnic facilities, BBQ, drink fountain • Vegetation amenity plantings including adequate plantings for shade • Pathways, including civil • Shade and Shelter • Amenity landscaping and large turf area for a kick about pending on site constraints • Basketball / Netball half court • Car parking • Integrated Public Art • *Toilet **Consideration for artificial shade over play equipment	• Extensive play equipment i.e. swings, slide, combination system, climbing structures, nature play • Opportunity for site specific play elements • Soft fall including rubber • Seats, multiple picnic facilities, BBQ, drink fountains • Vegetation amenity plantings including adequate plantings for shade • Pathways, including civil • Shade and Shelter. Potential for artificial shad over play equipment • Amenity landscaping and large turf area for a kick about pending on site constraints • Multipurpose courts • Car parking / storm water works • Integrated Public art • Lighting *Toilets

	Local	Neighbourhood	Regional	City Wide Attraction
Maintenance:	• Level 1 Inspection -Weekly • Level 2 Inspection – Bi- monthly • Level 3 Inspection - at least every 3 years	• Level 1 Inspection -Weekly • Level 2 Inspection – Bi-monthly • Level 3 Inspection - at least every 3 years	• Level 1 Inspection -Weekly • Level 2 Inspection – Bi- monthly • Level 3 Inspection - at least every 3 years	• Level 1 Inspection -Weekly • Level 2 Inspection – Bi- monthly • Level 3 Inspection - at least every 3 years
Renewal:	• At the end of its useful life (approximately 20-25 years). • Renewal will occur earlier where safety of equipment is compromises	• At the end of its useful life (approximately 20-25 years). • Renewal will occur earlier where safety of equipment is compromises	• At the end of its useful life (approximately 20-25 years). • Renewal will occur earlier where safety of equipment is compromises	• At the end of its useful life (approximately 20-25 years). • Renewal will occur earlier where safety of equipment is compromises
	Notes: *Toilet and Service supply and connection to be provided by 'public convenience' budget line **Artificial shade will be costed as an additional cost on a case by case basis ***Indicative Total – subject to site conditions, scale of reserve and inflation			

Technical Levels of Service

This determines the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manage and operate assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates how community levels of service are supported by the assets covered under this Asset Management Plan.

Technical Level of Service	Achieved By
Planning in line with a 20-25 year asset renewal program based on optimum replacement	Preparation and regular review of the Open Space Plan
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs, predicted utilisation and internal hire rates	Assets created through proscribed transfer under the provisions of the Development Act. Initial development may be achieved through negotiated Development Approval conditions
Operation of an asset in the manner it was designed to be used for	Regular upkeep of grassed areas, landscaped zones, irrigation.
Monitoring utilisation and recording asset downtime	• Level 1 Inspection - Weekly • Level 2 Inspection - Bi-monthly • Level 3 Inspection - at least every 3 years
Maintenance of assets in line with manufacturer's requirements	Scheduled maintenance of proprietary infrastructure
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets are programmed to be renewed based on utilisation triggers to keep them in good condition Assets renewed though 20-25 -year renewal program corresponding with the end of useful life Renewal will occur earlier where safety of equipment is compromised Annual Replacement Program Budget developed, and Long-Term Financial Plan updated
Disposal where the item fails to meet minimum utilisation benchmarks or is no longer required	Complies with legislative requirements Disposal of infrastructure to be approved by a member of Executive Leadership Team Disposal of Open Space subject to Community Land Management Provisions of the Local Government Act

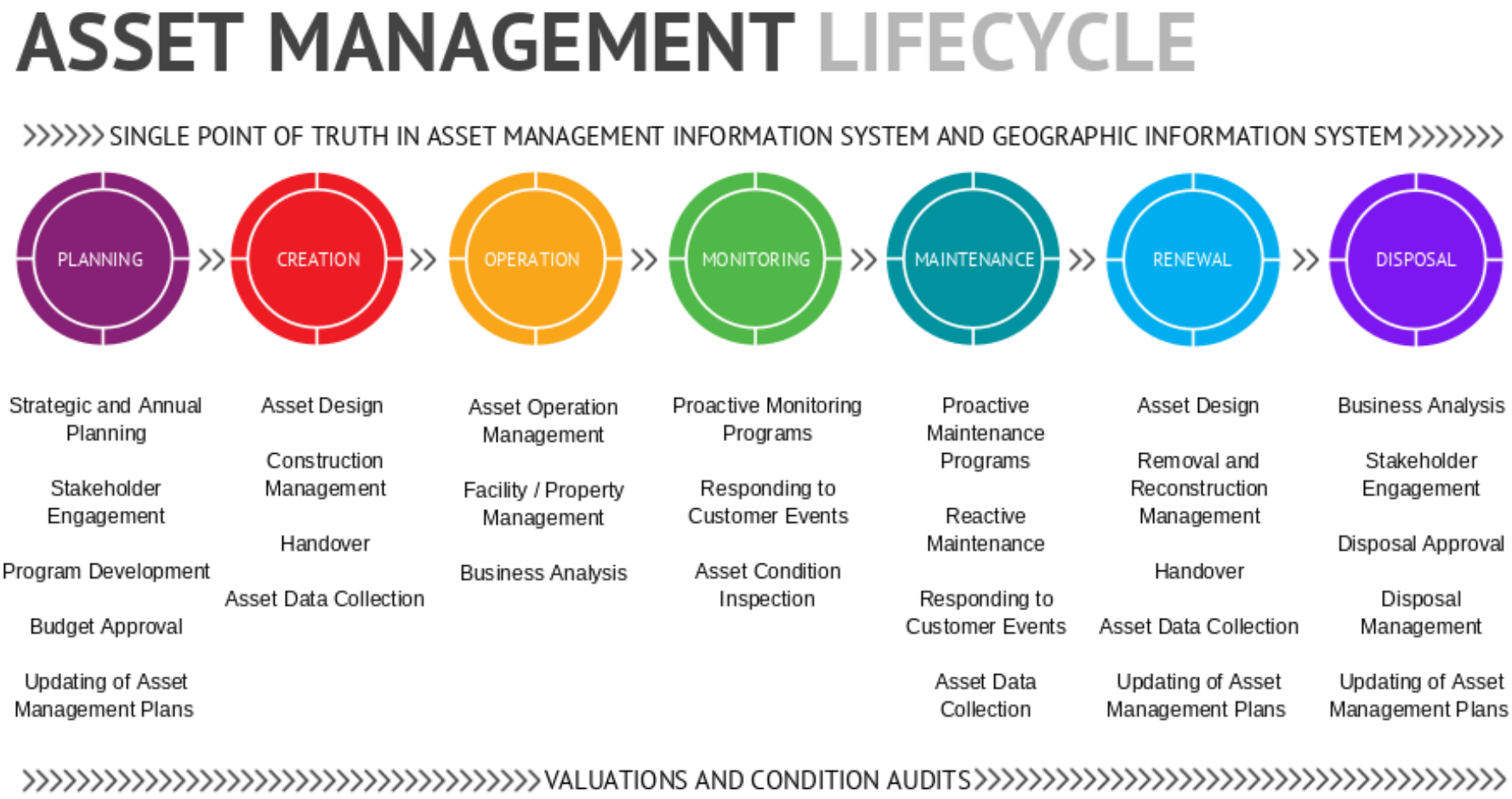
Legislative Requirements

Council considers the following legislative framework in the management of Open Space assets.

Legislation	Requirement
Aboriginal Heritage Act 1988	Provides for the protection and preservation of aboriginal heritage and includes legislation governing the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance
Animal and Plant Control Act 1986	Seeks to control animals and plants for the protection of agriculture and the environment and for the safety of the public, amongst other purposes.
AS/NZ Risk Management 4360- 2004	Sets Australian Standards for Playground Equipment Safety
Australian Accounting Standards	Define out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets.
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Environmental Protection Act 1993	Aims to protect the environment; it establishes the Environment Protection Authority and defines its functions and powers, amongst other purposes.
HB 246:2010 Guidelines for managing risk in sport and recreation organisations	Sets Australian Standards for Playground Equipment Safety
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long-Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery.
Local Government (Financial Management and Rating) Amendment Act 2005	Provides the impetus for the development of a Strategic Management Plan, comprising an (Infrastructure) Asset Management Plan and Long-term Financial Plan
Native Vegetation Act 1991	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; it controls the clearance of native vegetation amongst other powers.
Work Health and Safety Act 2012 (SA)	Provides for the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING

The Open Space Plan 2018-2028 (Appendix B) has nine focus areas to renew, develop and improve open space within the City of Marion. The following objectives are proposed against each focus area.

Focus Area	Objective
Low Open space areas	Improve the provision of open space in the areas with low provision across the City.
Environmental needs (people and nature)	Strengthen biodiversity, ecosystems and natural settings for our residents and the environment.
Open space activities	Create a vibrant city through the development, irrigation and renewal of open space to encourage active and healthy lifestyles and connect communities.
Partnership Projects	Develop partnerships to support the delivery of open spaces to maximise community outcomes.
Linkages and access to open space	Improve connections and access to open space
Promotion of Open Space	Improve community awareness of open space through effective marketing. Improve community awareness in open space through informative signage
Innovative use of open space	Create and enhance open spaces with the development of innovative treatments and activities to encourage healthy lifestyles
Integration with other open space related programs	Ensure a holistic and integrated approach to open space developments through considering all of Councils open space related programs and smart cities programs.
Asset Management	Improve asset management through the provision of planning and maintenance programs

The City of Marion is focussed on achieving an equitable spread of appealing and functional open space across the city. Consideration has been given to achieving equitable distribution of facilities across the city such as basketball courts, fitness nodes, BBQ's and other recreational sport facilities. Analysis considers current and future needs of the community and where there is open space to meet these considerations, or what is required for this to occur.

Specific consideration has been given to the following when developing the Open Space Plan, which will be subject to a mid-term review in 2024.

Quality of Open Space

1. Council will create accessible open spaces that provide quality opportunities for residents.
2. Council will support the development of quality open space that corresponds to the hierarchy and classifications set out in the Open Space Policy
3. Maintenance of open space will reflect the quality determined by the open space and playground policies.

Open Space Engagement Methodology

1. A methodology framework will be created
2. Residents will be invited to be involved with open space projects that have a value of $50,000 or more
3. Community assistance to support design of open space will be supported in line with the methodology frameworks for open space and playgrounds
4. Where opportunity exists, Council will encourage local groups and schools to adopt open spaces to assist with care of trees and landscapes to create a sense of community ownership

Infrastructure

1. Toilets will be considered in Regional Open Spaces and Playgrounds.
2. Car parking should be considered at Regional Open Spaces and Playgrounds.
3. Exercise equipment will be considered where there is a gap in provision and suitable open space exists.
4. Water Sensitive Urban Design opportunities will be explored throughout all open space design.
5. Youth facilities such as skate parks will be considered after internal and external consultation.
6. In principle, the City of Marion will provide a seat and / or drink fountain at all accessible open space. These items will be considered on a case by case basis and based on classifications and hierarchy.

Equity of Open Space

1. Respond to community needs such as age or disadvantage when planning open space

Nature Play

1. The City of Marion places a high value on nature play and will develop the open space plan to ensure that nature play opportunities are explored.

Cultural and Heritage Values

1. Council will consider appropriate locations to reflect Cultural and Heritage values through infrastructure, interpretive signage or design.
2. Council will liaise with Cultural and Heritage groups to develop ideas within Open Space on a case by case basis.

Safety

1. Council will provide a range of recreation opportunities across the city, including fenced play areas for young children. Fencing will be provided if a safety need exists or where there is a lack of provision of a fenced play area.
2. Where appropriate, open spaces will be designed to allow for passive surveillance and other CEPTD principles.
3. Council will support community and internal programs that maximise use of open space.
4. Community involvement will be encouraged to maintain a sense of ownership.

Future Demands

Open space in Marion serves a resident population estimated at 93,000 as at June 2019. It is also accessible to the wider Greater Adelaide population and visitors. The population distribution is currently split at 0-14 years 16.2%, 15-34 years 27.7%, 35 – 64 years 38.8% and 65 years and over 17.3% and is reflecting the general ageing trend in the wider community and is increasing at a rate of 1.23% per annum which is slightly above the rate of increase for Greater Adelaide.

Population increase, smaller households and increasing dwelling density mean that there is increasing demand for accessible public open space, quality formal and informal recreational facilities and community gardens. This demand is particularly relevant in Marion reflected in the fact that the number of dwellings increase of 5% in the City of Marion in the 5 years to 2016 was almost entirely due to medium density development, much of which occurred in the four northern wards of the council area.

The increase in housing density means services and infrastructure can be used more effectively, but with this comes the challenge of ensuring that access to public green spaces such as parks, gardens, reserves and sporting grounds is maintained and that they are functional and safe places that meet the needs of the diverse community.

Their importance is supported by health studies which have demonstrated the numerous positive health effects of urban green spaces. Benefits include reduced depression and improved mental health, reduced cardiovascular morbidity and mortality, and reduced rates of obesity and diabetes through physical activity.

These factors are reflected in the 30 Year Plan for Greater Adelaide which includes the following policy objectives for metropolitan local government:

- *Ensure quality open space is within walking distance of all neighbourhoods to:*
  - *link, integrate and protect biodiversity assets and natural habitats*
  - *provide linkages to encourage walking and cycling to local activities, local activity centres and regional centres*
  - *be multi-functional, multi-use (including the shared use of strategically located school facilities) and able to accommodate changing use over time*
  - *incorporate the principles of Crime Prevention Through Environmental Design for safety and amenity*
  - *contain appropriate and low-maintenance species and locate trees to maximise shade*
  - *encourage unstructured recreation opportunities such as the provision of a variety of paths and children's play equipment*
  - *foster a connection to the natural environment through the provision of nature play spaces and urban forest opportunities.*
- *Ensure that public open space is adequately greened and irrigated (where appropriate) to act as a natural cooling system to reduce heat island effects in urban areas.*
- *Investigate opportunities to increase the amount and/or quality of public open space provision in areas of low open space provision and areas of increasing population growth.*

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes, Productivity Commissioner's report and possibility of council amalgamations	Change in services or service levels	Opportunities to coordinate Open Space Plan with neighbouring councils
Social	Changing community demographics, needs and expectations	Change in services or service levels	Monitoring community expectations Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for
Social	Changes in social interaction frameworks (e.g. COVID -19)	Potential impact of normalised social distancing. Increases in home-based work, learning.	Review community demands for quality open space in context of changed social norms
Technological	Smart Cities, autonomous / connected vehicles and machine learning	Changes in design to streetscapes & parking zones to enable different modes of transport Increased proactive maintenance and reduced need for residents to call	Market driven, opportunities to lobby for funding
Technological	Being a smart organisation that uses data to drive decision-making.	Ability to deliver services at a higher operational level achieved through use of in vehicle GPS data. Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery	Utilisation based asset maintenance and renewal
Legal	Legal changes	Complex legal and compliance requirements	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria
Environmental	Impacts of climate change	Change in services or service levels Change in planting and water usage. increased use of WSUD principles Climate Risk Assessments will determine impact on asset useful lives	Consider vulnerability of current reserves on a case by case basis Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.

Area	Demand	Impact on services	Demand Management Plan
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level	Adopting best practice principles across all three councils to deliver best value. Continue to engage and consult with key stakeholders
Relationships	Testing of levels of service	Improve understanding of costs and capacity to maintain current service levels	Continue to analyse the cost of providing service and the capacity to fund at the current level of service

ASSET CREATION

Where there is low open space provision in the City of Marion, Council may seek to obtain new open space. In addition, in areas where a deficit of public open space exists such as in the northern wards, land purchase may be considered on a case by case basis to supplement existing provision. Council continues to work in partnership with schools and other community groups to provide greater open space opportunities.

Council will work with new developments to provide the most suitable open space provision for that area. Currently council is engaged with Renewal SA in the process of staged handover of public open space included in the Tonsley development.

The Tonsley Innovation District encompasses the development of mixed-use development, commercial, light industry and residential. Renewal SA is the lead agency for the development of the precinct, with PEET Limited contracted to develop the Tonsley Village residential area.

As part of the development Council will be transferred public realm road reserves and open space. The open space will provide circulation, amenity, landscape treatments. A walking and cycling greenway will be developed and delivered along the existing railway corridor.

Renewal SA will retain ownership and asset management maintenance responsibilities to open space associated to the Main Assembly Building.

Within the residential area the open space will incorporate passive recreation open space and a regional play area as per Council's Playground policy and framework. The Tonsley Village open space is to provide enhanced connections to existing open space to the north of this site through Cohen Court Reserve integration.

As per conditions of development approval Statement of Requirements, Renewal SA and PEET are required to establish and maintain open space for a period of 3 years post practical completion.

Open Space Handover - Renewal SA

- Renewal SA pocket park western side MAB Circuit adjacent power substation (Practical Completion mid 2018- Final Completion 25.7.21)

Open Space Handover – Tonsley Village (PEET Limited)

- Stage 2 open space connection (Practical Completion end 2021- Final Completion end 2024)
- Central open space (Practical Completion mid 2021 - Final Completion 2024
- Greenway Alawoona north to Cohen Court (timescales to be confirmed in future versions of this Plan)

The Tonsley Open Space assets will be transferred to City of Marion ownership as the development proceeds and specific areas are released from defects liabilities periods. There is no upfront cost to the City of Marion through this process however these additional assets and the standard of service they are required to operate at will create additional cost pressures on Council's Operating and Maintenance budgets.

In addition, Council has taken temporary care and control of a Renewal SA Reserve adjacent the Tonsley development (namely Ash Ave Reserve) while decontamination works affecting an existing Council reserve are in progress.

Asset Creation Forward Program **(Note: no new budget provision required for creation activity)**

Asset	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30
Tonsley development public open space	Handover of Minor open space				Handover of Major Open space commences	Staged handover of open spaces	Staged handover of open spaces	Staged handover of open spaces	Staged handover of open spaces
Ash Ave Reserve (temporary attribution to City of Marion)	Temporary care and control	Temporary care and control	Temporary care and control						
Sam Willoughby BMX and Southern Soccer Facility	Hand over to Land and Property	Open space operations and maintenance	Open space operations and maintenance	Open space operations and maintenance	Open space operations and maintenance	Open space operations and maintenance	Open space operations and maintenance	Open space operations and maintenance	Open space operations and maintenance

Costs of Open Space Asset Planning and Design are not included in this Plan.

ASSET OPERATION

Council manages and cares for Open Space assets through the work of the Open Space Operations Team. This team includes in house field staff and is supplemented by external contractors.

This work includes cleaning, landscape care, irrigation maintenance, pest and weed control. Cost pressures associated with the completion of renewal of assets to a higher level of service are anticipated.

Asset Operation Forward Program

Asset	2020/21 ($000)	2021/22 ($000)	2022/23 ($000)	2023/24 ($000)	2024/25 ($000)	2025/26 ($000)	2027/28 ($000)	2028/29 ($000)	2029/3 ($000)	2020/21 ($000)
Parks and Reserves – general operating costs	$3,600	$3,600	$3,600	$3,600	$3,600	$3,600	$3,600	$3,600	$3,600	$3,600
Trees and remnant native vegetation care and management	$1,400	$1,400	$1,400	$1,400	$1,400	$1,400	$1,400	$1,400	$1,400	$1,400
Nursery and Sensitive Sites care and management	$254	$254	$254	$254	$254	$254	$254	$254	$254	$254
Weed and Pest control	$110	$110	$110	$110	$110	$110	$110	$110	$110	$110
Additional operational costs for newly upgraded reserves (5% of capital cost p.a.)	$0	$114	$205	$271	$338	$399	$461	$487	$503	$503
Additional operational costs for newly upgraded reserves with additional infrastructure (5% of Capital costs p.a.)	$0	$29	$49	$110	$115	$146	$161	$207	$222	$222
Totals	$5,364	$5,507	$5,618	$5,745	$5,817	$5,909	$5,986	$6,058	$6,089	$6,089

ASSET MONITORING

Council assesses the condition of its Open Space assets through a range of planned activities including:

- Routine visual inspections.
- Maintenance Reports.
- Safety and Operational Audits.
- Valuation inspections.

Condition is measured using a 1 – 5 grading system in accordance with IPWEA standards:

Condition	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Audits of reserves, Routine Maintenance and Inspection Audits (Level 1) occur on an annual cycle for shelters and twice yearly for suspended decks.

Level 1 – Defect / Visual Inspection (Linked to **Safety** strategies)
Level 2 – Condition Inspection (Includes Level 1 in assessment) (Linked to **Safety** & **Quality** strategies)
Level 3 – Engineering/Technical Inspection (Includes Level 1 & Level 2 in assessment – generally provides remaining life and recommendations on maintenance schedules etc.) (Linked to **Safety**, **Quality & Capacity/Functionality** strategies)

Additional condition data is recorded in Level 2 surveys when justified. Full technical audits Level 3 including engineering assessments occur on selected assets due for renewal.

Irrigation Efficiency Audits are carried out on all irrigated sites. Similarly, water consumption is monitored through site billing and flow meters connected to the Irrigation Central Control System.

To understand replacement and renewal of lighting in reserves, an audit needs to be carried out to ascertain where lights are, if they are able to be replaced with LED, maintenance required for light structures and where extra lighting is needed. From the results of the audit, repairs, replacement and additional lighting will be placed in reserves and on public toilets.

Asset Monitoring costs are included in the Asset Operations budget.

Asset Monitoring Forward Program

Asset	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30
Level 1 inspections	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly
Level 1 Condition surveys	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle
Level 3 Condition Surveys	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle	Playground audits ongoing on 3-year cycle
Mains Water use monitoring	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites	Quarterly on all sites
Smart Irrigation System water use monitoring (currently on 30 sites)	Daily report capability	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)	Daily report capability (on expanded no. of sites)
Non-potable (Oaklands) water usage	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source	Daily supply report capability at source
Irrigation efficiency surveys	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works	Ad hoc and prior to major renewal works
Reserve Lighting Audit	Detailed audit undertaken	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.	As part of regular open space Level 1 condition survey.
Tree Risk and Tree Amenity Audit (as per Tree Management Policy)	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined
Native Vegetation (Annual Photo point monitoring of revegetation sites as per Remnant Native Veg Plan)	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined

ASSET MAINTENANCE

Council also maintain for Open Space infrastructure assets through the work of the Open Space Operations Team. This team includes in house field staff and is supplemented by external contractors.

Planned maintenance is work that is identified and managed through a maintenance management system. For Open Space planned regular and seasonal landscape care are included under Open Space Operations

Unplanned maintenance is reactive repair work which is carried out in response to failure of an asset.

The costs below include planned and unplanned maintenance to Open Space infrastructure other than green infrastructure.

Asset Maintenance Forward Program

Asset	2020/21 ($000)	2021/22 ($000)	2022/23 ($000)	2023/24 ($000)	2024/25 ($000)	2025/26 ($000)	2027/28 ($000)	2028/29 ($000)	2029/3 ($000)	2020/21 ($000)
Playground Maintenance	$185	$185	$185	$185	$185	$185	$185	$185	$185	$185
Vandalism repairs	$12.7	$12.7	$12.7	$12.7	$12.7	$12.7	$12.7	$12.7	$12.7	$12.7
Other maintenance	$130	$130	$130	$130	$130	$130	$130	$130	$130	$130
Additional costs due to increase in Open Space infrastructure service levels – upgraded infrastructure (2% Capital cost)	$0	$46	$82	$108	$135	$160	$185	$195	$201	$201
Additional costs due to increase in Open Space infrastructure service levels – new infrastructure (2% Capital Cost)	$0	$12	$20	$44	$46	$59	$64	$83	$89	$89
Totals	**$327.7**	**$385.7**	**$429.7**	**$479.7**	**$508.7**	**$546.7**	**$576.7**	**$605.7**	**$617.7**	**$617.7**

ASSET RENEWAL AND DISPOSAL

The asset renewal program is described in detail in the attached Open Space Plan and Playground Framework. The Open Space Plan and Playground Framework responds to nine focus areas and a number of considerations to renew, develop and improve open space within the City of Marion.

Reserves are broken down into Wards and respond to provision of needs based on demand and condition audits as well as community and Elected Member feedback. The Open Space Plan and Playground Framework provides an overview of each ward as well as specific projects and costs required. Internal Costs for Design and Project Management are not included in this Plan.

The Open Space Plan and Playground Framework considers the following existing internal policies and projects

- Walking and Cycling Guidelines
- Streetscape works
- Prioritised Playground Renewal works
- Irrigation Score
- Remnant Native Vegetation Plan
- Dog on leash and off leash areas
- Tennis and Netball Review
- Environmental needs such as urban heat.

Each open space has been given a hierarchy and classified to describe its function and character as defined under Service Levels. The Open Space Plan responds to specific open space classifications and facilities.

Community Courts
To understand the current condition of community courts, Council commissioned an audit of community courts across the City. The outcomes of the audit will be realised through the Open Space Plan and aligned with the current and forward playground renewal projects where appropriate.

Reserve Lighting Audit / Replacement
Recent work on the lighting guidelines gives guidance to lighting in reserves. These guidelines are reflected in the considerations for the Open Space Plan. A budget has been allocated into the Open Space Plan to accommodate this work. A reserves lighting plan will be drafted once the audit results are known.

Cycling and Walking Trails
The Walking and Cycling Guidelines 2018 – 2022 were endorsed in December 2018. The guidelines provide direction for ongoing improvement of walking and cycling in the City of Marion. Many of the recommended trails pass through Open Space, and development of trails within this plan is recommended.

Grant funding opportunities are regularly pursued to expand the network. Where grant funding opportunities arise and are successfully achieved the relevant capital works will need to be appropriately resourced, in order to enable the necessary planning, design development, project management and construction to be carried out, and this will need to be reflected in the Annual Budget.

The Open Space Plan will prioritise development of proposed regional and local networks and also implement cycling and walking trails where corresponding open space is being developed

Public Toilets
A 5-year public toilet plan was endorsed in June 2016.The final toilets to complete this plan are for Hugh Johnson Reserve in 2020/21 and a new toilet at Capella / Nannigai retimed from 2018/19 to 2020/21 in line with works on site. While there is good coverage for public toilets in the City of Marion, some possible gaps in toilet provision have been identified in discussion with Ward Members.

Public toilet provision has been considered where provided in nearby council areas, as marked on the maps and are also available at Service Stations and fast food outlets. Public toilets can be viewed on the National Public Toilet Map. Toilet usage statistics are collected and monitored on automated toilets.

Shade
Endorsement of the Playground policy in January 2017 included the consideration of shade over playground equipment in neighbourhood level and above. A budget of $2.25M over 5 years was endorsed to retrofit shade to neighbourhood level and above playgrounds. A shade audit was carried out to determine if shade was needed and to provide a priority list of construction. All neighbourhood and above playgrounds requiring shade, that were not on the playground upgrade list have been fitted with shade.

The program will now continue to provide shade as neighbourhood and above playgrounds are upgraded. The endorsed shade budget concludes in 2021/2022, and shade after this period has been included in the Open Space plan as a separate item.

Irrigation
Where a playground is being upgraded, the irrigation upgrade or renewal will be undertaken within the Open Space Plan. This figure has been allocated within the Open Space Plan and is funded through the existing irrigation budget.

Irrigation works at reserves where playgrounds are not being developed will also be included in the Open Space Plan and funded accordingly. These works are being determined with Open Space Operations and are not currently shown within the Open Space Plan.

Natural Landscaping Area
The Natural Landscapes Design and Maintenance Guidelines was endorsed by Council in July 2017. The purpose of the Guidelines is to progressively implement Natural Landscapes Design and Maintenance measures at the design phase of major reserve upgrades (including playground upgrades) and through Council's Open Space Plan with the opportunity to offset irrigation.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for disposal for this plan.

It should be noted that most Open Space Assets are also listed as Community Land and are therefore subject to the provisions of the Sections 193 to 200 of that Act requiring the maintenance of Community Land Management Plans and adherence to revocation procedures in the event of planned disposal.

ASSET RENEWAL FORWARD PROGRAM COSTS

All Open Space	2020/21 ($000)	2021/22 ($000)	2022/23 ($000)	2023/24 ($000)	2024/25 ($000)	2025/26 ($000)	2027/28 ($000)	2028/29 ($000)	2029/3 ($000)	2020/21 ($000)
Total Funding required for OS Plan	$ 2,872	$2,228	$2,535	$1,427	$1,855	$1,524	$1,432	$ 636	$1,400*	$1,400*
Tree Management Framework – Additional trees in reserves (Costs allocated to Asset Creation)	$60	$60	$60	$60	$60	$60	$60	$60	$60*	$60*
Natural landscape upgrade- priority and opportunity sites (grant funded)	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined

* Subject to future Open Space Plan

Major sites

Hierarchy	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Regional Level		Mitchell Park Oval Reserve	Mitchell Park Oval /Reserve irrigation					To be determined	To be determined	To be determined
Neighbourhood level	George St Reserve Glandore Community Centre site Yanyarrie Reserve Stanley St Reserve	Hugh Johnstone Boulevard Reserve	Ballara Park Reserve Weaver St Reserve	Hamilton Park Reserve Hessing Crescent Reserve Trowbridge Ave Reserve	Cosgrove Hall (Graham Watts Playground) Roy Lander Reserve	Scarborough Terrace Reserve Southbank Boulevard Reserve		To be determined	To be determined	To be determined
Local level		McConnell Ave Reserve	Cohen Court Reserve Tonsley Playground			The Cove Oval Reserve	Central Ave Reserve 2 Gully Road Reserve North	To be determined	To be determined	To be determined

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from fleet assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

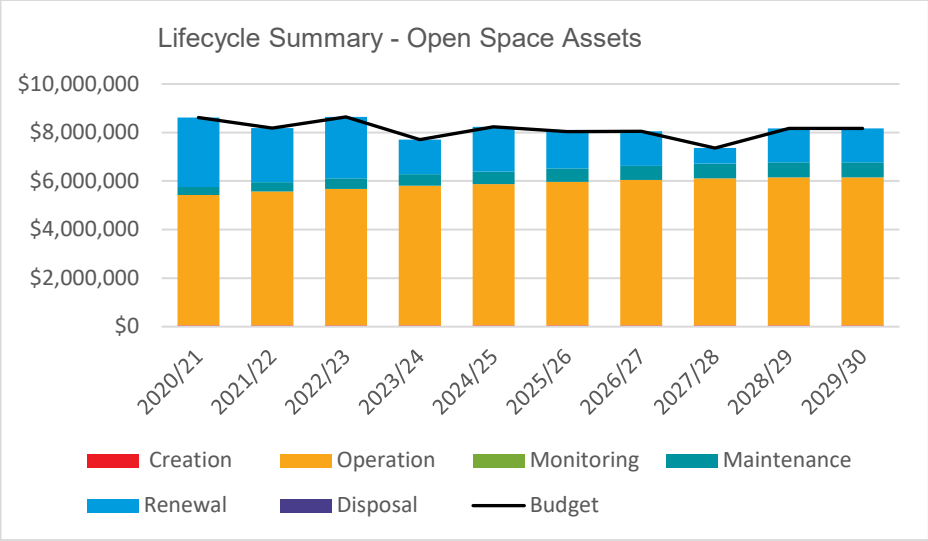
Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Open Space Plan not approved by council in current form	Undergoing Public Consultation with Council Endorsement due in June 2020	Medium	Adjustment after feedback	Medium
Mismatch between current field workforce skills and capability and ops and maintenance needs of upgraded open space	Supplemented by contractors, and adjustments to service priorities	Medium	Review to be conducted	Medium
Budget pressures reduce ability to operate and maintain assets at expected higher levels of service	Review of current costs. Consider life cycle costs for upgrades	Medium	Detailed review of operations and maintenance costs of expected service levels for all Open Space assets. Improved budgeting in accordance with asset types and service levels	Low
Assumed levels of utilisation unfounded	Exploring Smart Technology to better measure utilisation/ patronage	Medium	Broad scale adoption of utilisation/patronage measurement technologies and target future investment with this data considered	Low
Carparking inadequate at key locations	Response at pressure points through parking controls and additional parking where feasible	Medium	Audit parking associated with Regional and Neighbourhood reserves and develop appropriate service standards	Low
Lighting inadequate at key locations	Audit proposed	Medium	Develop Lighting service level standard and apply for future investment	Low
Irrigation efficiency gains not sustained due to inadequate maintenance	Upgrading irrigation technology	Medium	Improve skill set of existing staff and/or engage appropriately skilled irrigation technicians	Low
Levels of Service for Open Space are reviewed post COVID-19	None	Low	Review to be conducted	Low
Levels of Service for Open Space are reviewed for Climate Change resilience	Council considering Climate Adaptation Study. (Open Space reserves other than Coastal Walkway are not vulnerable to projected sea level rise scenarios)	Low	Council developing Climate Change Adaptation Plan	Low

8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

The decisions made in adopting this Plan are based on the objective to achieve the optimum benefits from the available resources.
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Funding Strategy



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

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

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

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

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is **$7.03M** per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

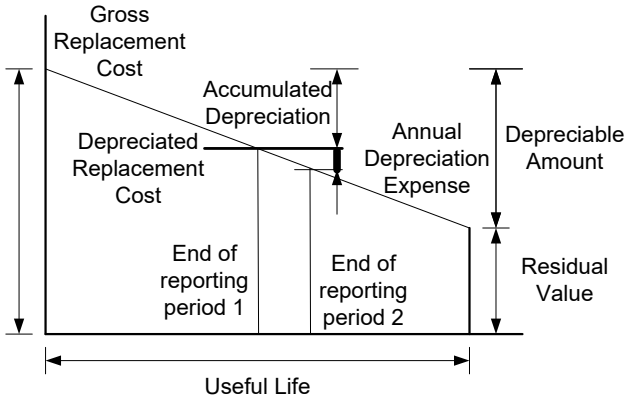
Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10-year planning period is **$8.15M** per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

Matching of lifecycle cost to lifecycle expenditure gives asset renewal of **100%** to maintain the service potential of the assets at year 10 as it was at year 1.

In the future, the Asset Renewal Funding Ratio will be calculated at Asset Management Plan level to better understand service delivery sustainability.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below.



Gross Replacement Cost	**$22.8M**
Depreciable Amount	**$22.8M**
Depreciated Replacement Cost	**$18.6M**
Annual Average Asset Consumption	**$0.7M**

Rate of Annual Asset Consumption 3 **1 %** (Depreciation/Depreciable Amount)

Useful lives of valued elements in Open Space range from
5 years for Softfall, to 40 years for carparks, paths and shelters

Rate of Annual Asset Renewal **80%** (Capital renewal expenditure/Depreciable amount)

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

Key Assumptions	Risk of Change to Assumptions
The Long Term Financial Plan will not change over the planning period	Medium
Climate Risk Assessments may impact asset useful lives	Medium
Community level of service expectations remain consistent	Low
No significant changes in legislation	Low
The materiality threshold for Infrastructure, Land and Buildings is $5,000 and for Furniture & Fittings, Equipment and Other is $3,000	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
2	Incorporate measurement of Open Space utilisation to drive data-driven decision making around future planning and service provision.	Asset Owner - Manager City Activation	August 2020 - Onwards
3	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	November 2020
4	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Manager City Activation/ Manager Operations	November 2020
5	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle	Unit Manager Asset Solutions	December 2020
6	Explore alternative asset management systems (as part of Council's Digital Transformation initiative) to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime	Unit Manager Asset Solutions	June 2021 (highly dependent on other factors)
7	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
8	Annual review of KPIs and benchmarks aligned to Asset Management Strategy	Unit Manager Asset Solutions	June 2021 then annually
9	Investigate opportunities to integrate with Carbon Neutrality Plan to map out how the City of Marion Open Space Assets can reduce carbon emissions for Council operations by 2030.	Asset Owner – Manager City Activation	November 2021
10	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager City Activation	November 2021 then annually
11	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan	Asset Owner – Manager City Activation	November 2024

APPENDIX A: Budgeted Expenditures Accommodated in Long Term Financial Plan

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

Financial year ending		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations											
	Operations **budget**	$5364	$5507	$5618	$5745	$5817	$5909	$5986	$6058	$6089	$6089
	Management **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	AM systems **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Operations	$5364	$5507	$5618	$5745	$5817	$5909	$5986	$6058	$6089	$6089
Maintenance											
	Reactive maintenance **budget**	$328	$386	$430	$480	$509	$547	$577	$606	$618	$618
	Planned maintenance **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Specific maintenance items **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Maintenance	$328	$386	$430	$480	$509	$547	$577	$606	$618	$618
Capital											
	Planned renewal **budget**	$2872	$2,228	$2535	$1427	$1855	$1524	$1432	$636	$1400	$1400
	Planned upgrade/new **budget**	$60	$60	$60	$60	$60	$60	$60	$60	$60	$60
	Non-growth contributed asset value	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Capital	$2932	$2348	$2595	$1487	$1915	$1584	$1492	$695	$1460	$1460
Asset Disposals											
	Est Cost to dispose of assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Carrying value (DRC) of disposed assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Disposal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL		$8624	$8180	$8643	$7712	$8241	$8040	$8055	$7360	$8167	$8167

Asset Monitoring costs are included in the Asset Operations budget.

CITY OF MARION

OPEN SPACE PLAN 2018 - 2028



OPEN SPACE PLAN

In the future, areas of the City of Marion will subject to increasing housing densities, specifically along Marion Road and around Tonsley. Council will need to proactively respond to higher density urban development in these areas and influence the appropriate provision and quality of open space and lifestyle opportunities.

It is important to not only have a good provision of open space but also consider the quality of the city's reserves to provide flexible open space that compensates for the lack of private open space.

Access to local parks that provide opportunities for play, recreational fitness activities and non-organised sport will be key design elements to create liveable communities.

Consideration will need to be given to the population and the character of the surrounding area when planning for open space developments. A 'needs based' assessment that considers the socio-demographic composition of the population will assist with options for developments.

The Open Space Plan has nine focus areas to renew, develop and improve open space within the City of Marion. The following objectives are proposed against each focus area.

Open Space is any piece of City of Marion owned land that is accessible to the public and is not a building, that provides opportunity for recreation and / or conservation.
Open Space can include:

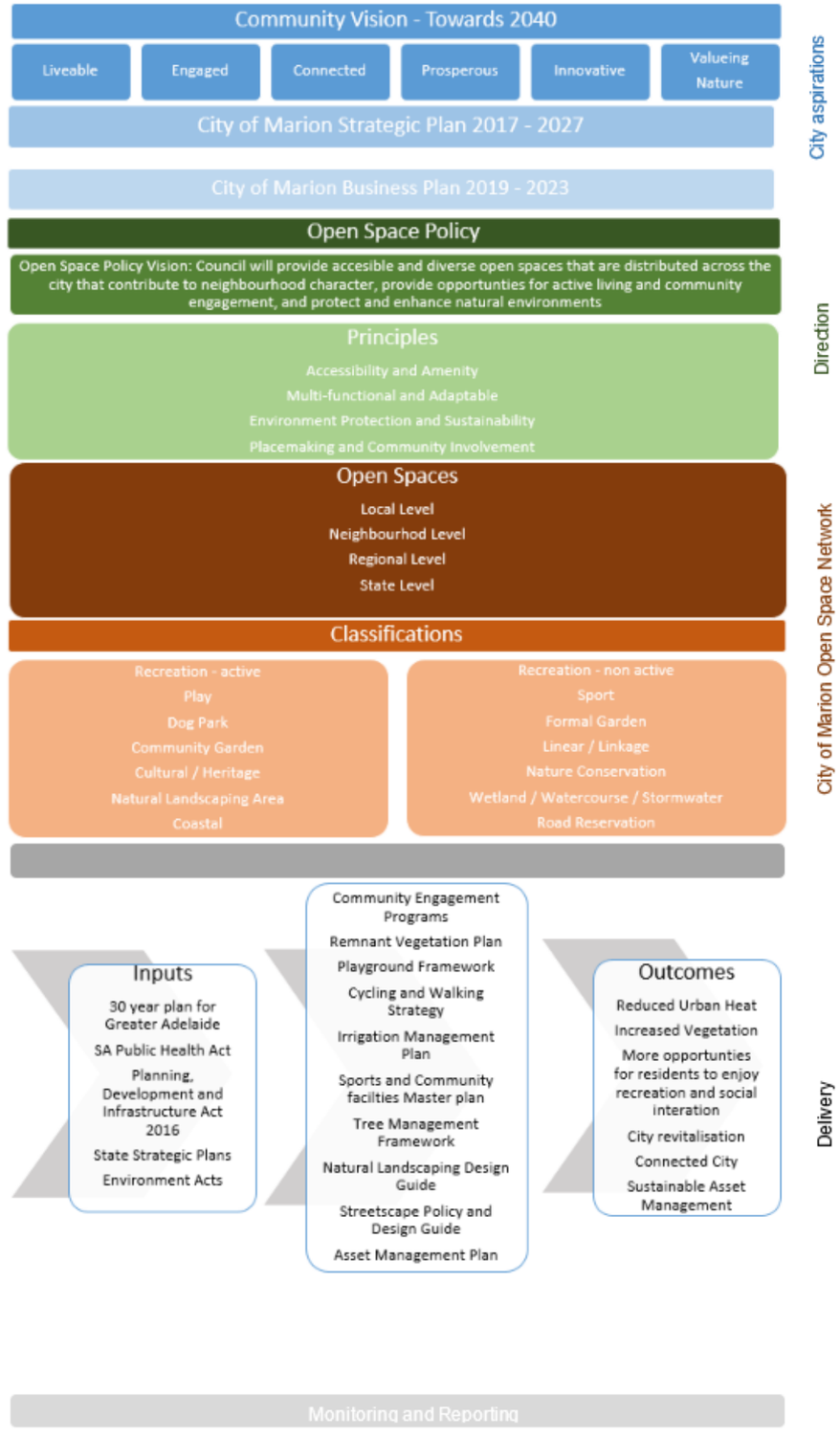
- Green space, including reserves and community gardens
- Playgrounds and Youth Recreation spaces
- Public plazas
- Community Courts

For the purpose of this plan, Open Space is not a verge or roundabout, unless specifically mentioned.

Focus Area	Objective
Low Open space areas	Improve the provision of open space in the areas with low provision across the City.
Environmental needs (people and nature)	Strengthen biodiversity, ecosystems and natural settings for our residents and the environment.
Open space activities	Create a vibrant city through the development, irrigation and renewal of open space to encourage active and healthy lifestyles and connect communities.
Partnership Projects	Develop partnerships to support the delivery of open spaces to maximise community outcomes.
Linkages and access to open space	Improve connections and access to open space
Promotion of Open Space	Improve community awareness of open space through effective marketing. Improve community awareness in open space through informative signage
Innovative use of open space	Create and enhance open spaces with the development of innovative treatments and activities to encourage healthy lifestyles
Integration with other open space related programs	Ensure a holistic and integrated approach to open space developments through considering all of Councils open space related programs and smart cities programs.
Asset Management	Improve asset management through the provision of planning and maintenance programs

A comprehensive review of all of City of Marion's open space connected these focus areas to the City of Marion vision, strategic and business plans to identify open space projects.

The Open Space Policy (2018) underpins the Open Space Plan, aligning a hierarchy and classification to each project.



CONSIDERATIONS

The City of Marion is focussed on achieving an equitable spread of appealing and functional open space across the city. Consideration has been given to achieving equitable distribution of facilities across the city such as basketball courts, fitness nodes, BBQ's and other recreational sport facilities.

Analysis considers current and future needs of the community and where there is open space to meet these considerations, or what is required for this to occur.

Specific consideration has been given to the following when developing the Open Space Plan:

QUALITY OF OPEN SPACE

1. Council will create accessible open spaces that provide quality opportunities for residents.
2. Council will support the development of quality open space that corresponds to the hierarchy and classifications set out in the Open Space Policy
3. Maintenance of open space will reflect the quality determined by the open space and playground policies.
4. Open Space design will consider residents need to value and interact with nature.

OPEN SPACE ENGAGEMENT METHODOLOGY

1. A methodology framework will be created
2. Residents will be invited to be involved with open space projects that have a value of $50,000 or more
3. Community assistance to support design of open space will be supported in line with the methodology frameworks for open space and playgrounds
4. Where opportunity exists, Council will encourage local groups and schools to adopt open spaces to assist with care of trees and landscapes to create a sense of community ownership

INFRASTRUCTURE

1. Toilets will be considered in Regional Open Spaces and Playgrounds and according to the toilet provision statement. See Appendix A.
2. Car parking should be considered at Regional Open Spaces and Playgrounds.
3. Exercise equipment will be considered where there is a gap in provision and suitable open space exists.
4. WSUD opportunities will be explored throughout all open space design.
5. Youth facilities such as skate parks will be considered after internal and external consultation.
6. In principle, the City of Marion will provide a seat and / or drink fountain at all accessible open space. These items will be considered on a case by case basis and based on classifications and hierarchy.

EQUITY OF OPEN SPACE

1. Respond to community needs such as age or disadvantage when planning open space

NATURE PLAY

1. The City of Marion places a high value on nature play and will develop the open space plan to ensure that nature play opportunities are explored.

CULTURAL AND HERITAGE VALUES

1. Council will consider appropriate locations to reflect Cultural and Heritage values through infrastructure, interpretive signage or design.
2. Council will liaise with Cultural and Heritage groups to develop ideas within Open Space on a case by case basis.

SAFETY

1. Council will provide a range of recreation opportunities across the city, including fenced play areas for young children. Fencing will be provided if a safety need exists or where there is a lack of provision of a fenced play area.
2. Where appropriate, open spaces will be designed to allow for passive surveillance and other CEPTD principles.
3. Council will support community and internal programs that maximise use of open space.
4. Community involvement will be encouraged to maintain a sense of ownership.



Crown Street Reserve

CONSIDERATIONS

MANAGEMENT

1. Council will focus management resources according to the open space hierarchy.
2. Open spaces will be monitored to ensure they are fit for purpose.
3. Resources to maintain open space will be planned in the long term and monitored yearly.
4. Council will work with other authorities, such as DPTI, to ensure maintenance in open space is maintained to a quality level.
5. Open space will be designed with internal consultation to ensure tree and plant species are sustainable and appropriate.

OPEN SPACE ACTIVITIES

1. Activities provided in open space will cater for sport, recreational sport, leisure and play opportunities where appropriate.
2. Where appropriate recreational sport infrastructure such as sport goals will be considered.
3. Community courts, providing for tennis, basketball and netball will be strategically upgraded and constructed, responding to gaps in provision.

CHANGES TO OPEN SPACE

1. Changes to open space hierarchy, functionality, and decisions about optimisation will be considered based on the following
    a. Open Space provision in the surrounding area
    b. Provision of particular activities in the area
    c. Appropriateness of the open space for development (ie small)
    d. Community demand
    e. Urban heat and tree canopy cover in the area
2. Council will consult with local communities prior to changing the use or functionality of open space, according to the Open Space Methodology.

SIGNAGE

1. All playgrounds and regional open spaces will have naming signage which incorporates regulation needs.
2. Signage should be consolidated in open space to minimise visual clutter.
3. Interpretation of historical, cultural and environmental values can create interest within open space and will be considered in the design
4. Directional signage in linear open spaces should be considered.

LIGHTING

1. Security Lighting will be considered in open space where:
    a. The open space is used as a pedestrian link to a community facility, public transport or commercial hub after hours.
    b. There are no other effective measures to improve safety
    c. Where there is strong community demand and considering a,b
2. Lighting which promotes facility use at night will be considered only in open space that is associated with major youth facilities such as skate parks, dog parks or that have major sporting facilities.
3. Open Space lighting should be consistent throughout the city and ensure maximum resilience to vandalism.

SUSTAINABILITY

1. Design principles for open space will consider environmentally sustainable principles and City of Marion policies and programs relating to the environment.
2. WSUD will be considered in open space design
3. The Tree management Framework will be considered in open space design
4. The Remnant Native Vegetation Plan will be considered in open space design



Oaklands Estate Reserve Stage 2

CONSIDERATIONS

IRRIGATION

1. Where suitable open space will be designed using the natural landscapes design and maintenance guidelines
2. Where irrigation is considered the irrigation guidelines should be applied

SHADE

1. Tree planting for shade will be considered at all open space developments.
2. Council will consider artificial shade in playgrounds at a neighbourhood level and above.
3. Shade in open space will be considered according to the open space service levels.

DOG FRIENDLY AREAS

1. The management of dogs in open space will be guided by Council's Dog exercise off leash and on leash areas.
2. In addition to dog parks, Council will provide dog friendly open spaces with infrastructure such as dog bowls, seating and trails that promote dog walking as shown in Appendix B.
3. Dog park provision that is formal off lead, fenced dog areas will be planned by Council with extensive community consultation.
4. Dog regulations will be clearly displayed at open space with playgrounds and other recreational infrastructure.

ADDITIONAL OPEN SPACE PROVISION

1. Where there is low open space provision in the City of Marion, Council may seek to obtain new open space.
2. Council may work in partnership with schools and other community groups to provide greater open space opportunities.
3. Council will work with new developments to provide the most suitable open space provision for that area.

ACCESS

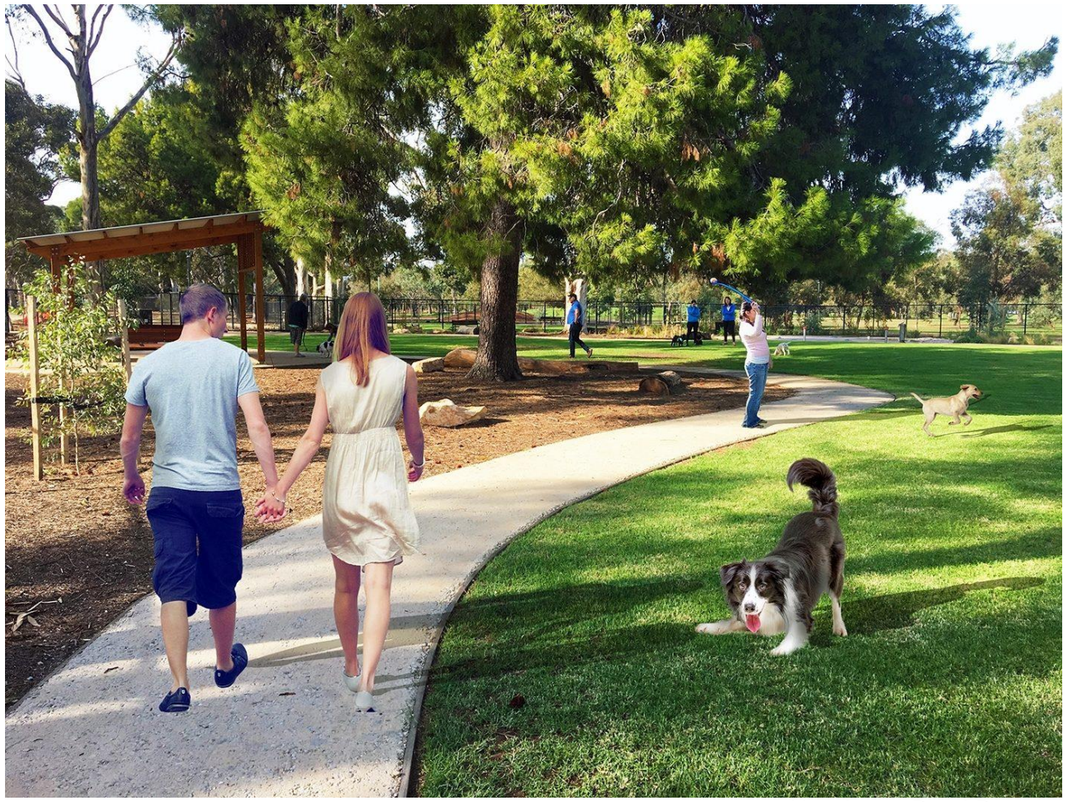
1. Where access to open space is difficult, the open space plan will develop suitable access to open space.
2. The cycling and walking strategy will be considered when planning and developing open space to ensure access to open space along the network.

WALKING AND CYCLING GUIDELINES

1. Development in open space will prioritise the action plan for implementing walking and cycling improvements in the City Of Marion (Appendix C)

SMART TECHNOLOGY AND DATA

1. The inclusion of smart technology & infrastructure will be considered in open space development to assist with achieving our 'Smart Places' pillar within the City of Marion Smart Strategic Plan.
2. Smart Places harness data, technology and infrastructure to support our community to flourish through improved service delivery and help to achieve our strategic community vision themes.



Hazelmere Road Reserve

OPEN SPACE PROGRAM

PLANNING

The Open Space Plan provides an eight year plan of works to ensure that the City of Marion plans, manages and develops a variety of open space to improve sustainable environmental outcomes and our community's individual and collective health and wellbeing.

The Open Space Plan is prioritised to coincide with the endorsed Playground program and other open space works. Where a playground is being designed and constructed, the open space surrounding the playground has been timed to complement that development.

The Open Space Plan is divided into Wards and is attached.

LEGEND

Sturt River Channel

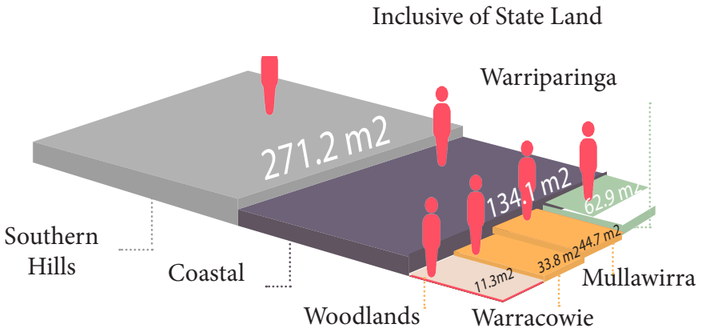
Suburbs



Open Space Classifications

Play	45
Recreation-active	39
Natural Landscape Area	54
Recreation-non active	61
Sport	20
Dog Park	1
Linear / Linkage	20
Nature Conservation	27
Wetland	8
Cultural /Heritage	7
Community Garden	1

Sqm of Open Space Per Person



Open Space Irrigation per Ward

Mullawirra	98300
Woodlands	62200
Warracowie	95200
Warriparinga	158300
Southern Hills	80650
Coastal	75050
TOTAL (sqm)	497100

Socio Economic Disadvantage Percentile

City of Marion Average	45
Australia	46
South Australia	33
Greater Adelaide	39

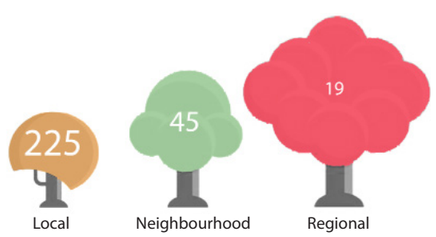
Community Facilities

Kindy	7
Hall	12
Library	3
Neighbourhood Centre	6
Major Sport	7
Sport Club	20
Other	5

Number of Playground

Mullawirra	4	7	2
Woodlands	6	8	1
Warracowie	4	9	0
Warriparinga	7	6	0
Southern Hills	7	8	1
Coastal	12	4	2

Open Space Hierarchy



Recreation Facilities

Soccer/ AFL/ Cricket	9
Fitness	9
Tennis	47
BBQ	35
Toilet	30
Fenced Playground	11
off Leash Reserves	153
Multi Use Court	21
Netball Court	7
Netball Ring	5
Basketball 3 v 3	27

Population

92,308
City of Marion



Population increasing

Population decreasing

0-14 yr	16.2%
15-34 yr	27.7%
35-64 yr	38.8%
65 yr+	17.3%

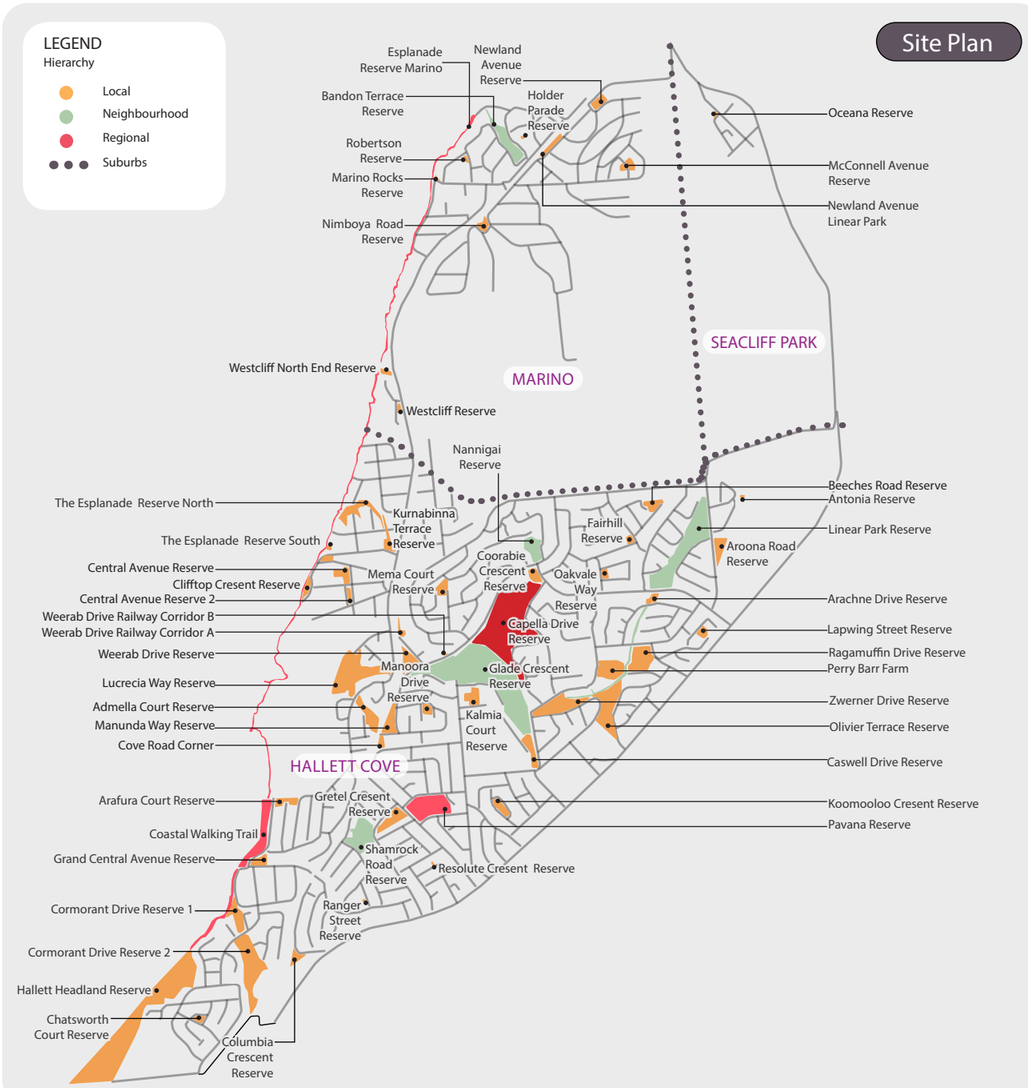
Open Space Spend Since 2014

TOTAL	$15,023,884.00
Mullawirra	$2,537,456.00
Woodlands	$2,858,617.00
Warracowie	$3,541,610.00
Warriparinga	$498,100.00
Southern Hills	$1,778,975.00
Coastal	$3,809,126.00

CITY OF MARION

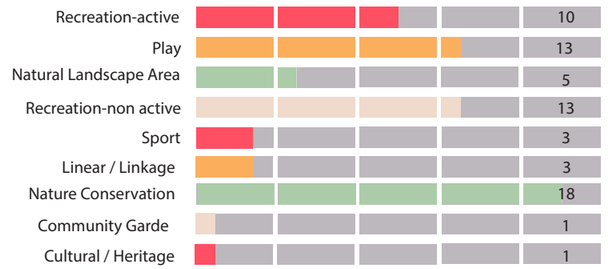
OPEN SPACE SNAPSHOT JANUARY 2020

Site Plan

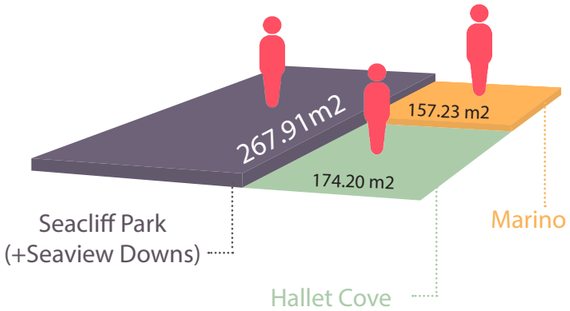


Open Space Classifications





Sqm of Open Space Per Person

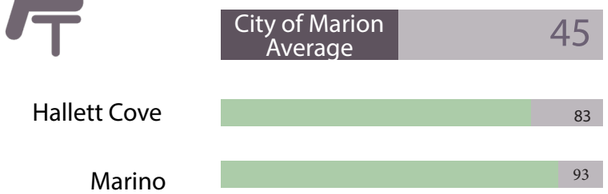


Open Space Irrigation per Suburb



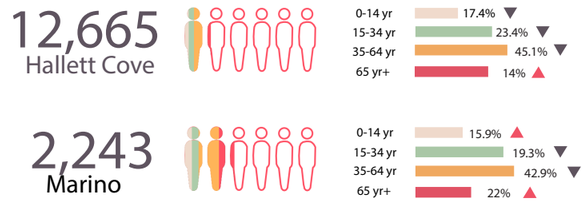


Socio Economic Disadvantage Percentile





Population



Largest Population
50 - 64 yr
Hallett Cove

Largest Population
65 - 69 yr
Marino

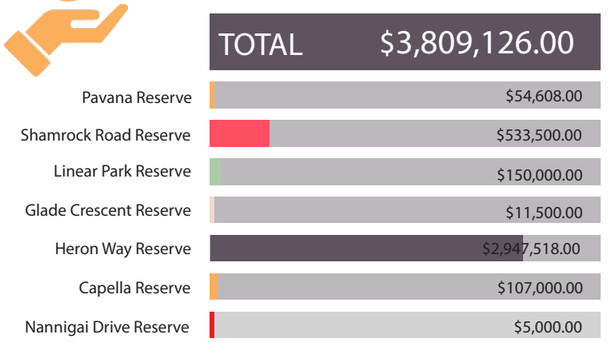
▼ Population increasing
▲ Population decreasing

Community Facilities



Open Space Spend Since 2014

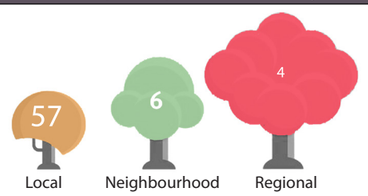




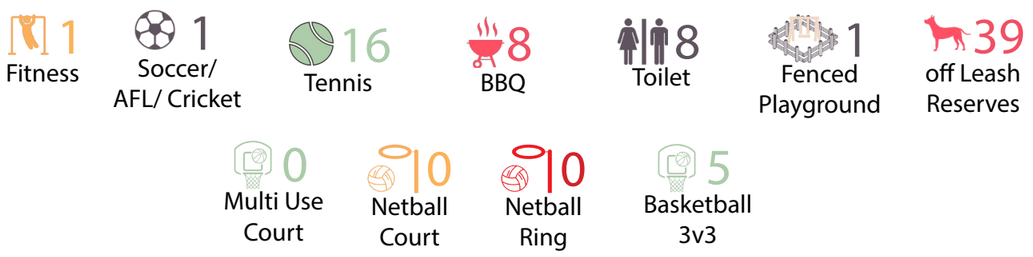
Number of Playground



Open Space Hierarchy



Facilities



COASTAL WARD

OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Coastal - Draft Open Space Works

Reserve Name	suburb	Hierarchy classification	Primary classification	Recommended works and projects	Upgrade Service Level	$	Draft Year	Irrigation Score	Current Irrigation Area (m2)
Admella Ct Reserve	HALLETT COVE	Local	Nature Conservation	Add pathway through to Lucretia Way Reserve and the Conservation Park	Linear / Linkage	$75,000	27/28		0
Arachne Drive Reserve	HALLETT COVE	Local	Recreation - non active	The trail through Linear Park(s) needs an identity.	Linear / Linkage	$30,000	26/27		0
Aroona Road Reserve	HALLETT COVE	Local	Natural Landscaping area	The trail through Linear Park(s) needs an identity.	Linear / Linkage				0
Bandon Terrace Reserve	MARINO	Neighbourhood	Play	Upgrade cricket and basketball, add sports goals and fitness equipment. Priority site for Marino.	Sport	$70,000	19/20	14	8000
					Natural Landscaping area - northern portion.	$30,000	26/27		
Beeches Road Reserve	HALLETT COVE	Local	Recreation - non-active	Dog Friendly reserve and natural landscaping.	Dog Park	$40,000	24/25	5	7000
Capella Drive Reserve	HALLETT COVE	Regional	Recreation - active	To be considered seperately with a precinct plan	Irrigation ($37,040) Toilet ($175,000)[1]	$37,040	21/22	15	16000
Central Avenue Reserve	HALLETT COVE	Neighbourhood	Play	Drink fountain Natural Landscaping (Reserve 2), seating.	Recreation - active	$10,000	19/20	14	7000
Central Avenue Reserve 2	HALLETT COVE	Neighbourhood	Recreation - active		Recreation - non active.	$35,000	19/20	5	0
				Community consultation for a multi use court.	Sport	$250,000	26/27		
Chatsworth Court Reserve	HALLETT COVE	Local	Play	Drink fountain	Recreation - active	$10,000	24/25	14	3200
Coastal Walking Trail		Regional	Linear/Linkage	Public toilet - possibly Fryer	Recreation - active (toilet)	$180,000	24/25		
Cove Road (Hallett Cove Railway Station)	HALLETT COVE	Regional		Request for bike repair station	Regional Trail	$5,000	20/21		
Coorabie Crescent Reserve (see Capella)	HALLETT COVE	Local	Recreation - non-active	to be considered seperately with a precinct plan					0
Cormorant Drive Reserve 1	HALLETT COVE	Local	Nature Conservation	Playground removal. Add nature play elements. Be careful of large sections of Remnant vegetation.	Recreation - active	$20,000	19/20		0
Cormorant Drive Reserve 2	HALLETT COVE	Local	Nature conservation					12	1200
Fryer Street Reserve	HALLETT COVE	Local	Coastal	Seating, landscaping, cultural elements, BBQ.	Recreation - non active.	$50,000	22/23		0
Gretel Cresent Reserve	HALLETT COVE	Local	Natural Landscaping area	Trail through Pavana to Shamrock - Cycling and Walking Strategy	Linear / Linkage	$45,000	24/25	6	0
Heron Way Reserve	HALLETT COVE	Regional	Recreation - ctive		Irrigation	$93,539	20/21	15	17800
Kalmia Court Reserve	HALLETT COVE	Local	Nature Conservation	Apply natural landscaping.	Recreation - non active.	$20,000	26/27		0
Koomooloo Cresent Reserve	HALLETT COVE	Local	Play	Drink Fountain	Recreation - active ($10,000) Irrigation ($52,310)	$62,310	24/25	13	1450
Kurnabinna Tce Reserve	HALLETT COVE	Local	Recreation - non active	Pathway from Peera to Kurnabinna - goat track exists	Linear / Linkage	$40,000	26/27		0
Lapwing Street Reserve	HALLETT COVE	Local	Play	Pathways and planting for shade.	Recreation - non active ($15,000). Recreation - active ($29,405 Irrigation)	$44,405	22/23	11	0
Linear Park Reserve	HALLETT COVE	Local	Linear / Linkage	The trail through Linear Park(s) needs an identity. Tunnel under Barramundi Road to be made nice - art? Lighting Drink fountain at playground. Opportunity for fitness trail along the pathway.	Linear / Linkage Local Trail	$25,000	24/25		
Linear Park Reserve	HALLETT COVE	Local	Linear / Linkage		Recreation - active (Fitness)	$55,000	24/25		
Linear Park Reserve	HALLETT COVE	Neighbourhood	Play						
Lucrecia Way Reserve	HALLETT COVE	Local	Nature Conservation	Bench and Dog Bowl near Lucrecia Way. Continue path around water to the conservation park. Bench seat other side of bridge looking over water.	Linear / Linkage	$35,000	26/27	5	0

1Public toilet funding carried forward

To be determined

Drink fountain only

Red — Must be completed in that year to align with other works

COASTAL WARD
OPEN SPACE PROGRAM

CITY OF MARION

Coastal - Draft Open Space Works

Reserve Name	Suburb	Hierarchy classification	Primary classification	Recommended works and projects	Upgrade Service Level	$	Draft year	Irrigation score	Current Irrigation area (m2)
Manoora Drive Reserve	HALLETT COVE	Local	Play	Drink fountain	Recreation - active (Drink fountain $10,000, Irrigation $37,040)	$47,040	24/25	13	2000
Manunda Way Reserve	HALLETT COVE	Local	Nature Conservation	Formalise trail to train station - goat track already exists	Linear / Linkage	$35,000	25/26		0
McConnell Avenue Reserve	MARINO	Local	Recreation - active	Upgrade courts to provide 1 multi use court. Add drink fountain, shelter, and landscape. Upgrade irrigation.	Sport (tennis courts)	$200,000	21/22		0
McConnell Avenue Reserve	MARINO	Local	Recreation - active		Recreation - active (Irrigation $17,189)	$17,189	21/22	13	500
Mema Court Reserve	HALLETT COVE	Local	Play	Drink fountain.	Recreation - active ($10,000) Irrigation ($21,770)	$10,000 $21,770	27/28 20/21	12	0
Nannigai Drive Reserve	HALLETT COVE	Neighbourhood	Recreation - active	to be considered and funded seperately with a precinct plan				11	0
Newland Ave Linear Park	MARINO	Local	Recreation - non active	Seat to be replaced. Biodiversity zone.	Recreation - non active.	$15,000	27/28	5	0
Nimboya Road Reserve	MARINO	Local	Play	Drink fountain. Add a scooter track to the reserve.	Recreation - active	$60,000	21/22	14	3000
Oakvale Way Reserve	HALLETT COVE	Local	Play	Drink fountain	Recreation - active (drink fountain $10,000)	$10,000	20/21	13	2000
Oceana Reserve	SEACLIFF PARK	Local	Recreation - non active	part of Golf Club				5	0
Olivier Terrace Reserve	HALLETT COVE	Local	Play	Drink fountain.	Recreation - active	$10,000	25/26	14	0
Pavana Reserve	HALLETT COVE	Regional	Recreation - active	Upgrade sport fixtures. Apply natural landscaping guidelines. Upgrade basketball and add netball ring when playground is upgraded.	Sport ($5,000) Natural Landscaping area ($50,000) Irrigation ($96,593)	$151,593	24/25	14	5900
Perry Barr Farm	HALLETT COVE	Local	Recreation - non active	Work with placemakers to see how we can make this site a destination. Partnership potentail with Lions Club and Scouts. Addition of an app for a guided tour of the site.	Cultural / Heritage	$35,000	26/27	5	0
Ragamuffin Drive Reserve	HALLETT COVE	Local	Nature Conservation	The trail through Linear Park(s) needs an identity.					0
Ranger Street Reserve	HALLETT COVE	Local	Recreation - non active	To be optimised				9	0
Robertson Place Reserve	MARINO	Local	Recreation - non active	Formalise trail to coastal walking trail	Linear / Linkage	$30,000	26/27	5	0
Shamrock Road Reserve	HALLETT COVE	Neighbourhood	Sport	Pathways connecting playground / tennis courts and toilet required. Natural landscaping across site.	Recreation - active	$80,000	19/20	12	0
Weerab Drive Railway Corridor	HALLETT COVE	Local	Nature Conservation	Formalise trail to coast to vines trail	Linear / Linkage	$75,000	27/28		0
Weerab Drive Railway Corridor	HALLETT COVE	Local	Nature conservation						0
Weerab Drive Reserve	HALLETT COVE	Local	Nature Conservation						0
Westcliff Reserve	MARINO	Local	Recreation - non-active	Add a bench seat	Recreation - non active.	$5,000	21/22		0
Zwerner Drive Reserve	HALLETT COVE	Local	Recreation - active	The trail through Linear Park(s) needs an identity. Coast to Vines bike repair station?		see Arachne		7	0
					Total	**$2,104,886**			**74550**

To be determined

Drink fountain only

Red — Must be completed in that year to align with other works

COASTAL WARD
OPEN SPACE PROGRAM

CITY OF MARION

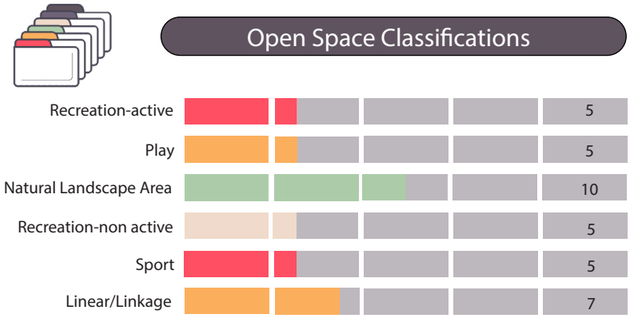
Coastal - Continue to Maintain

Reserve Name	Suburb	Hierarchy classification	Primary classification	Irrigation Score	Current Irrigation Area (m2)
Antonia Circuit Reserve	Hallett Cove	Local	Natural Landscaping area		0
Arafura Court Reserve	Hallett Cove	Local	Nature Conservation		0
Caswell Drive Reserve (Glade)	Hallett Cove	Local	Play		0
Clifftop Cresent Reserve	Hallett Cove	Local	Nature Conservation	10	0
Coast park		State	Recreation - active		
Columbia Crescent Reserve	Hallett Cove	Local	Play	11	0
Cove Rd / Railway corner	Hallett Cove	Local	Natural Landscaping area		0
Esplanade Reserve Marino	Marino	Local	Nature Conservation	7	0
Fairhill Road Reserve	Hallett Cove	Local	Recreation - non active		
Glade Crescent Reserve	Hallett Cove	Neighbourhood	Nature Conservation		
Grand Central Avenue Reserve	Hallett Cove	Local	Cultural / heritage		
Hallett Cove Conservation Park	Hallett Cove	State	Recreation - active		
Hallett Headland Reserve	Hallett Cove	Local	Nature conservation		0
Hallett Headland Reserve (small)	Hallett Cove	Local	Nature Conservation		0
Holder Parade Reserve	Marino	Local	Natural Landscaping area		0
Marino Conservation Park	Marino	State	Recreation - active		
Marino Rocks Reserve	Marino	Local	Nature conservation		0
Newland Avenue Reserve	Marino	Local	Community Garden	5	0
Resolute Cresent Reserve	Hallett Cove	Local	Recreation - non - active	11	0
Robertson Place Reserve	Marino	Local	Coastal	5	0
The Esplanade Reserve North	Hallett Cove	Local	Coastal	7	0
The Esplanade Reserve South	Hallett Cove	Local	Nature Conservation	7	0
Westcliff North End Reserve	Hallett Cove	Local	Coastal		0
					19250

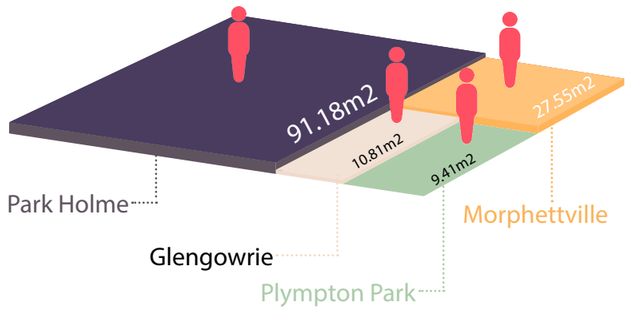
Site Plan



Open Space Classifications



Sqm of Open Space Per Person

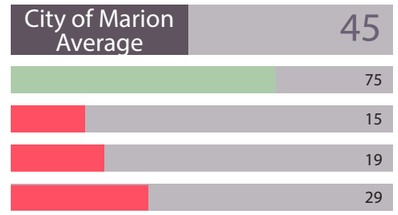


Open Space Irrigation per Suburb

Glengowrie	31000
Morphettville	27300
Park Holme	21500
Plympton Park	18500
TOTAL (sqm)	98300

Socio Economic Disadvantage Percentile





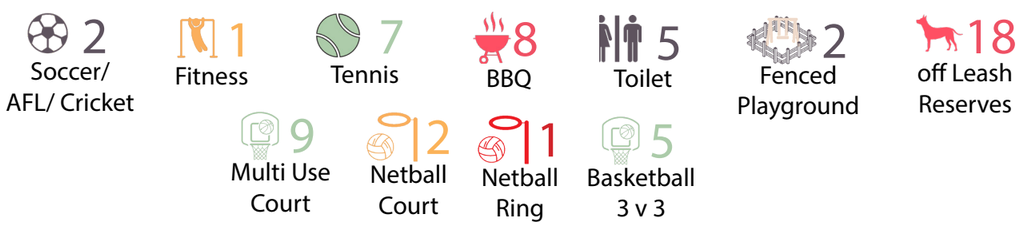
Number of Playground



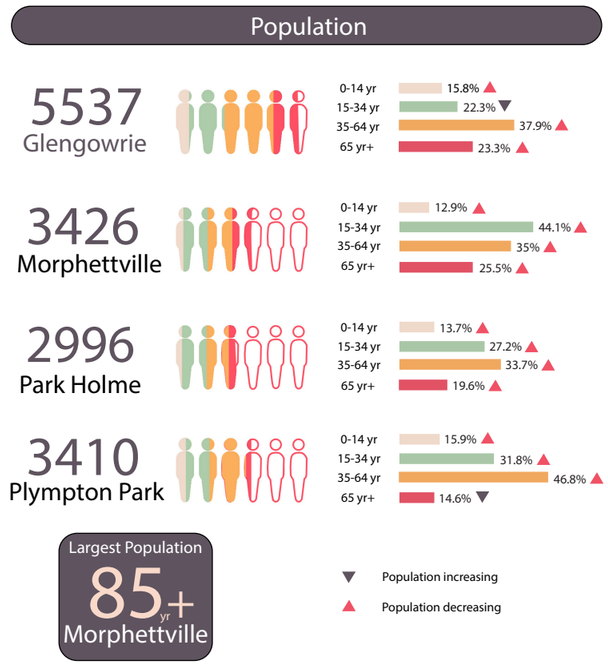
Open Space Hierarchy



Facilities



Population



Community Facilities



Open Space Spend Since 2014



TOTAL	$2,807,456.00
Aldridge Avenue Reserve	$32,295.00
Hendrie Street Reserve	$975,000.00
Mulcra Street Reserve	$34,911.00
Appleby Road Reserve	$250,000.00
Breakout Creek Reserve	$95,250.00
Plympton Oval	$438,000.00
Woodforde Family Reserve	$461,000.00
Stanley Street Reserve	$31,000.00
Hazelmere Road Reserve	$276,000.00
Morphettville Park Oval	$82,000.00
Kellett Reserve Tennis	$132,000.00

MULLAWIRRA WARD

OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Mullawirra - Draft Open Space Works

Reserve Name	Suburb	Hierarchy classification	Primary classification	Recommended Works and Projects	Upgrade Service Levels	$	Draft year	Irrigation Score	Current Irrigation Area (m2)
Aldridge Avenue Reserve	PLYMPTON PARK	Neighbourhood	Recreation - active	Apply natural landscaping across raised mounds. Fix western edge of tennis court as per audit.	Natural Landscaping ($35,000) Sport ($35,000) Irrigation ($14,135)	$84,135	25/26	13	500
Ascot Park Bowling Club	PARK HOLME				Irrigation	$90,485	26/27		
Breakout Creek Reserve Central	GLENGOWRIE	Local	Play	Upgrade signage to reflect the character of the path. Opportunity to upgrade the garden area to the north of the YMCA hall. Potential for widening path in the future.	Linear / Linkage	$15,000	25/26	5	0
Breakout Creek Reserve South	GLENGOWRIE	Local	Linear / Linkage					6	0
Breakout Creek Reserve - Y.M.C.A. Hall	GLENGOWRIE	Local	Linear / Linkage					13	11600
Chittleborough Reserve No 2	MORPHETTVILLE	Local	Recreation - non active		Irrigation	$26,351	26/27	11	1300
Cowra Crescent Reserve 1	PARK HOLME	Local	Play	Keep playground as long as it is safe and liaise with residents. Do not replace playground but leave fence.	Irrigation			14	1000
Cowra Crescent Reserve 2	PARK HOLME	Local	Recreation - non active			$21,770	21/22	0	0
Denham Avenue Reserve	MORPHETTVILLE	Local	Natural Landscaping area	Apply natural landscape treatment Add a path through reserve / picnic benches?	Natural Landscaping	$30,000	20/21	13	3000
Hazelmere Road Reserve	PARK HOLME	Regional	Recreation - active		Irrigation	$132,241	26/27	15	15400
Hendrie Street Reserve	PARK HOLME	Local	Play	Large open space to be developed into recreation sport area with multi use goals. Upgrade basketball court and add netball ring.	Sport ($60,000) Irrigation ($137,140)	$197,140	21/22	14	16000
Kellett Reserve Land	MORPHETTVILLE	Local	Natural Landscaping area	Apply natural landscaping	Natural Landscaping	$20,000	20/21		
McKellar Terrace Reserve	MORPHETTVILLE	Neighbourhood	Sport	Replace garden bed with natural landscaping treatment and provide in fill planting to southern end.	Natural Landscaping	$10,000	20/21	14	200
Mulcra Avenue Reserve	PARK HOLME	Neighbourhood	Recreation - active	Irrigation	Irrigation ($14,135)	$14,135	24/25	14	500
Na Botto Reserve	MORPHETTVILLE	Local	Recreation - non active	Apply natural landscaping. Opportunity to restore river red gums and keep existing native grasses.	Natural Landscaping	$15,000	25/26	5	0
Plympton Oval	PLYMPTON PARK	Neighbourhood	Sport	Drink fountain	Recreation - active	$10,000	25/26	13	18000
Stanley Street Reserve	GLENGOWRIE	Neighbourhood	Sport	Formalise pathway through reserve. Upgrade garden beds and fencing southern end . Provide passive recreation are southern side to complete BBQ area. Can courts be opened to public and made multi use?	Linear / Linkage ($50,000) Recreation Active (Shade $50,000, Irrigation $25,129)	$125,129	20/21	13	2000
Teesdale Crescent Reserve	PLYMPTON PARK	Local	Natural Landscaping area	Dog Friendly Reserve.	Dog Park	$20,000	25/26	5	0
Willoughby Avenue Reserve	GLENGOWRIE	Local	Play	Add drinking fountain and dog bowl. Apply natural landscaping and tree planting. May need to remove old playground and landscape area.	Recreation - active (drink fountain $10,000) Natural Landscaping area ($15,000) Irrigation ($37,040)	$62,040	24/25	13	2000
					Total	$873,426			71500

To be determined

Drink fountain only

Red — Must be completed in that year to align with other works

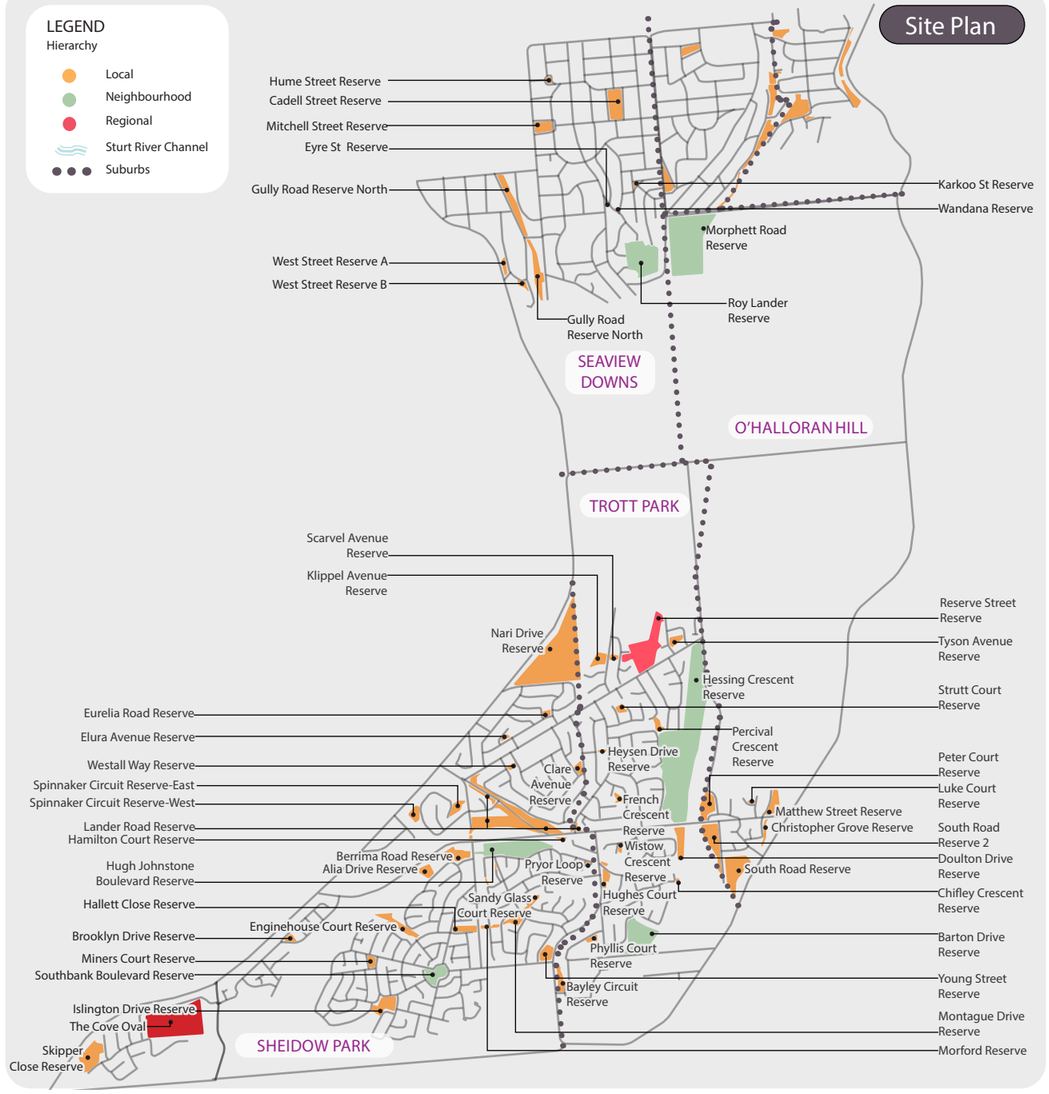
MULLAWIRRA WARD
OPEN SPACE PROGRAM

CITY OF MARION

Mullawirra - Continue to Maintain

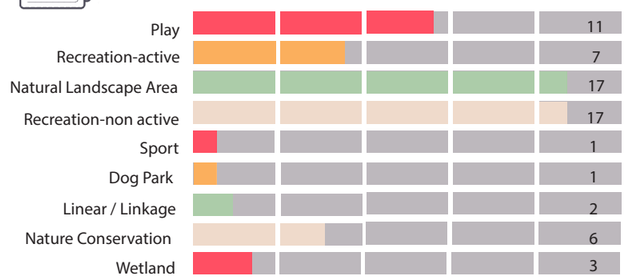
Reserve Name	Suburb	Hierarchy classification	Primary classification	Irrigation Score	Current Irrigation Area (m2)
Appleby Road Reserve	MORPHETTVILLE	Neighbourhood	Recreation - active	13	2000
Chittleborough Reserve No 1	MORPHETTVILLE	Local	Recreation - non active	11	4000
Clifton Avenue Reserve	MORPHETTVILLE	Local	Low Level Natural Environment	0	0
Elizabeth Ryan Reserve	PLYMPTON PARK	Local	Play	10	0
Everest Avenue Reserve	MORPHETTVILLE	Local	Linear / Linkage	13	1500
Kellett Reserve Oval	MORPHETTVILLE	Neighbourhood	Sport	15	13300
Mulcra Avenue Reserve	PARK HOLME	Neighbourhood	Recreation - active	14	500
O'Halloran Terrace Reserve	PARK HOLME	Local	Natural Landscaping area	0	0
Parsons Grove Reserve	PARK HOLME	Local	Recreation - active	13	2000
Radstock Street Traffic Island	MORPHETTVILLE	Local	Natural Landscaping area	5	0
Rosedale Avenue Reserve	MORPHETTVILLE	Local	Linear / Linkage	13	2000
South Park Holme Reserve (Woodforde)	PARK HOLME	Neighbourhood	Sport	13	2000
Stradbroke / Blackler Ave Reserve	PLYMPTON PARK	Local	Natural Landscaping area	5	0
Stradbroke / Tennyson Ave Traffic Island	PLYMPTON PARK	Local	Natural Landscaping area	5	0
Stradbroke Ave / Arthur Street Traffic Island	PLYMPTON PARK	Local	Natural Landscaping area	5	0
Stradbroke Ave / Ferry Ave Corner Verge	PLYMPTON PARK	Local	Natural Landscaping area	5	0
Sturt River Linear Park		Local	Linear / Linkage	0	0
Sturt River Linear Park		Local	Linear / Linkage	0	0
Swimming Pool and Reserve	PARK HOLME	Regional	Recreation - active	14	0
					27300

Site Plan

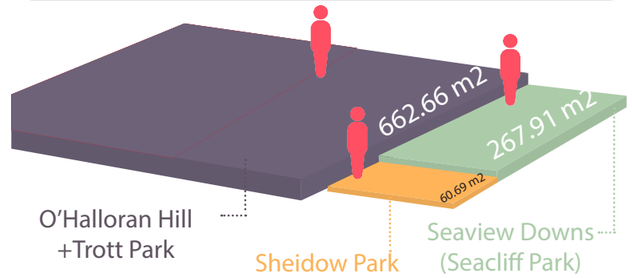


Open Space Classifications





Sqm of Open Space Per Person

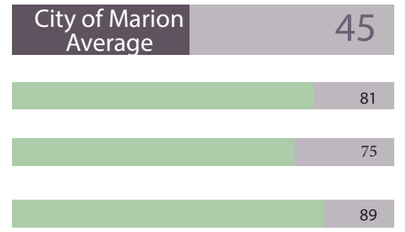


Open Space Irrigation per Suburb

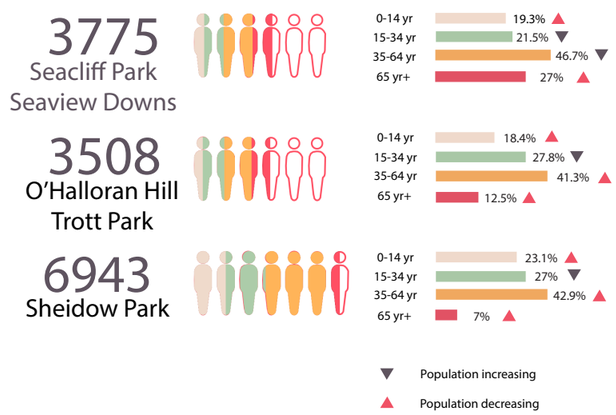
Seaview Downs	15000
O'Halloran Hill Trott Park	7650
Sheidow Park	13000
Seacliff Park	15000
Hallett Cove	30000
TOTAL (sqm)	80650

Socio Economic Disadvantage Percentile

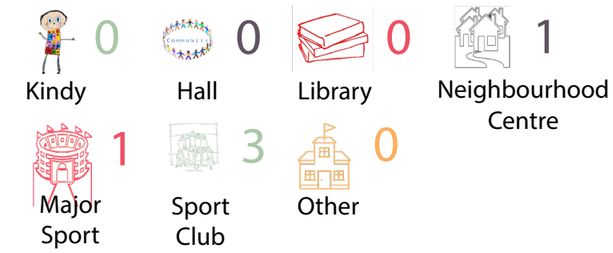




Population



Community Facilities



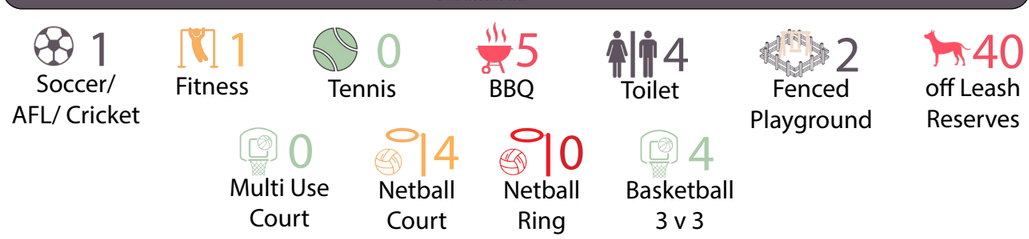
Number of Playground



Open Space Hierarchy

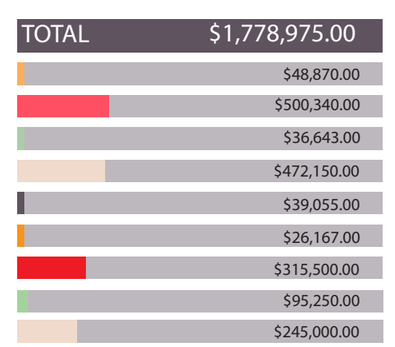


Facilities



Open Space Spend Since 2014





SOUTHERN HILLS WARD

OPEN SPACE SNAPSHOT 2020

CITY OF MARION

Southern Hills - Draft Open Space Works

Reserve name	suburb	Hierarchy classification	Primary classification	Recommended Works and Projects	Upgrade Service Level	$	Draft Year	Irrigation Score	Current Irrigation Area (m2)
Barton Drive Reserve	TROTT PARK	Neighbourhood	Recreation - active	Drink fountain	Recreation - active	$10,000.00	21/22	14	2650
Brooklyn Drive Reserve	HALLETT COVE	Local	Play		Irrigation	$16,500	20/21		
Cadell Street Reserve	SEAVIEW DOWNS	Local	Play	Drink fountain, kick about goals.	Sport (Goals $5,000) Recreation - active (drink foutnain $10,000)	$15,000.00	23/24	14	9000
Chifley Cresent Reserve	TROTT PARK	Local	Recreation - non active	Nature play area, tree planting, entry node to trail. Tree Planting.	Recreation - active	$20,000.00	27/28		0
Christopher Grove Reserve	OHALLORAN HILL	Local	Play	Drink fountain.	Recreation - active	$10,000.00	20/21	13	0
Clare Avenue Reserve	SHEIDOW PARK	Local	Play	Drink fountain	Recreation - active	$10,000.00	26/27	13	1000
				Cycling and Walking Strategy	Local Trail	$30,000.00	26/27		
Doulton Drive Reserve	TROTT PARK	Local	Recreation - non active	To fit in with plans for Hessing. Renew bench seat as High Priority	Recreation - non active	$5,000.00	23/24	6	0
Enginehouse Court Reserve	SHEIDOW PARK	Local	Wetland / Watercourse / Stormwater	Work with the cycling and walking strategy to place seats and drink fountain in the reserve. Opportunity to add nature play elements alongside the trail.	Recreation - active	$25,000.00	26/27		0
				Cycling and Walking Strategy	Local Trail	$100,000.00	26/27		
Eurelia Road Reserve/Elgata Reserve	SHEIDOW PARK	Local	Play	Drink fountain.	Recreation - active	$10,000.00	21/22	13	1000
Gully Road Reserve North	SEACLIFF PARK	Local	Play	There is a clear desire line through the park to the Recreation Park that should be formalised. Cycling and Walking Strategy. Fund My Neighbourhood project asked for fitness equipment across the reserve.	Regional Trail ($175,000) Irriation ($92,233)	$267,233.00	26/27	14	10000
Gully Road Reserve South	SEACLIFF PARK	Local	Recreation - non active		Recreation - active (Fitness)	$55,000.00		12	5000
Hallett Close Reserve	SHEIDOW PARK	Local	Recreation - non-active	Renew seating and infill garden beds.	Recreation - non active ($25,000) Irrigation ($59,945)	$25,000 $59,945	20/21 21/22	5	0
Hessing Crescent Reserve	TROTT PARK	Neighbourhood	Sport	Apply natural landscaping and upgrade trails as per the Cycling and Walking Strategy.	Local Trail $50,000 Recreation - active ($29,405 Irrigation, $50,000 Shade)	$129,405.00	23/24	11	0
Hugh Johnstone Boulevard Reserve	SHEIDOW PARK	Neighbourhood	Recreation - active	Plantings on steep hillsides to control weed growth.	Natural Lanscaping area $35,000 Recreation - active ($98,120 Irrigation) Public Toilet ($175,000)	$308,120.00	21/22	15	6000
Hughes Court Reserve	TROTT PARK	Local	Natural Landscaping area	Seat for school pick up waiting	Recreation - non active	$5,000.00	27/28		0
Hughes Court Reserve	TROTT PARK	Local	Natural Landscaping area						0
Hume Street Reserve	SEAVIEW DOWNS	Local	Recreation - non active	Work with kindy to make this a useable space for the neighbourhood. Was added as a project for Fund My Neighbourhood.	Recreation - non active	$25,000.00	21/22	8	0
Islington Drive Reserve	SHEIDOW PARK	Local	Recreation - non active	Desire line through park and around water could be formalised.	Linear / Linkage	$20,000.00	27/28	7	0
Klippel Ave Reserve	TROTT PARK	Local	Recreation - non active	Construct Local Art Trail - Cycling and Walking Strategy	Local Trail	$20,000.00	23/24	9	0
Lander Road Reserve (Werlinga)	SHEIDOW PARK	Local	Recreation - non-active	Pathway to Patpa. Develop same time as Hugh Johnson.	Linear / Linkage	$75,000.00	21/22		0
Lander Road Reserve	TROTT PARK	Local	Linear / Linkage						

To be determined

Drink fountain only

Red — Must be completed in that year to align with other works

SOUTHERN HILLS WARD

OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Southern Hills - Draft Open Space Works

Reserve name	Suburb	Hierarchy Classification	Primary Classification	Recommended works and projects	Upgrade Service levels	$	Draft year	Irrigation score	Current irrigation area (m2)
Matthew Street Reserve	OHALLORAN HILL	Local	Natural Landscaping area	Nature play and picnic bench.	Recreation - non active	$15,000.00	26/27		0
Miners Court Reserve	SHEIDOW PARK	Local	Natural Landscaping area	3 v 3 basketball, netball ring, seating and landscaping.	Recreation - non active	$120,000	25/26		
Mitchell Street Reserve	SEAVIEW DOWNS	Local	Recreation - non active	Dog friendly reserve. Add 3 v 3 Basketball and Netball ring and sport goals?	Recreation - active ($100,000) Irrigation ($45,805)	$100,000.00 $45,805	26/27 20/21	10	0
Montague Drive Reserve	SHEIDOW PARK	Local	Natural Landscaping area	A desire line already exists through these reserves - formalise trails (as part of school access project) and add benches and seating elements along trail	Recreation - non active	$20,000.00	20/21	5	0
Morford Reserve	SHEIDOW PARK	Local	Natural Landscaping area						0
Morphett Road Reserve	OHALLORAN HILL	Local	Nature conservation	Formalise a trail to link bike riders to the recreation park. Cycling & Walking Strategy	Regional Trail	$75,000.00	24/25		0
Nari Drive Reserve	SHEIDOW PARK	Local	Natural Landscaping area	Dog friendly reserve. Be mindful of native grasses.	Dog Park	$15,000.00	24/25		0
				C&W - can we pass through private property to join reserves?	Proposed local trail				
Peter Court Reserve	OHALLORAN HILL	Local	Nature conservation	Bike repair station and drink fountain with dog bowl.	Recreation - non active	$25,000.00	24/25		0
Reserve Street Reserve	TROTT PARK	Regional	Dog Park	Construct Local Art Trail - Cycling and Walking Strategy	Local Trail	$30,000.00	23/24	14	5000
Roy Lander Reserve	SEAVIEW DOWNS	Neighbourhood	Recreation - active	Requires community consultation to determine open space improvements.	Recreation - active ($100,000) Irrigation ($82,850)	$182,850.00	24/25	14	5000
Sandy Glass Court Reserve	SHEIDOW PARK	Local	Play	Trail to primary school. Add school artwork / seating / drink fountain etc	Recreation - non active	$25,000	20/21	11	0
Scarvel Avenue Reserve	TROTT PARK	Local	Natural Landscaping area	Cycling and walking Strategy. Construct Local Art Trail. Add seating	Recreation - non active	$25,000.00	23/24		0
Skipper Close Reserve	HALLETT COVE	Local	Recreation - non active	Relocate seat on trail around water catchment. Drink fountain.	Recreation - active	$10,000.00	20/21		0
South Road Reserve	OHALLORAN HILL	Local	Nature conservation	Trail from Hallet Bridge to Lander Road. Use bridge as a focal point of reserve? HERO open space using the bridge as a focal point?	Linear / Linkage	$75,000.00	27/28	4	0
South Road Reserve	OHALLORAN HILL	Local	Nature conservation		Recreation - non active	$25,000.00			
South Road Reserve2 (Erin Place)	OHALLORAN HILL	Local	Nature conservation						0
Southbank Boulevard Reserve	SHEIDOW PARK	Neighbourhood	Play	No further items required after playground upgrade.			25/26	14	5000
Spinnaker Circuit Reserve - East	SHEIDOW PARK	Local	Natural Landscaping area	Once a determination is made for use of the reserve - what else is needed?					0
Spinnaker Circuit Reserve - West	SHEIDOW PARK	Local	Play	Drink fountain	Recreation - active	$10,000.00	24/25	11	0
The Cove Oval and Sports Club	HALLETT COVE	Regional	Sport	To be considered after BMX moves and within Facilities Report	Recreation - active (Shade $50,000)	$50,000.00	24/25	15	30000
The Cove Oval and Sports Club	HALLETT COVE	Regional	Sport						
Tyson Avenue Reserve	TROTT PARK	Local	Recreation - non active	Construct Local Art Trail - Cycling and Walking Strategy	Local Trail	$20,000	23/24	11	0
Wandana Reserve	SEAVIEW DOWNS	Local	Natural Landscaping area	Apply natural landscaping and tree planting.	Natural Lanscaping area	$20,000.00	27/28		0
Westall Way Reserve	SHEIDOW PARK	Local	Play	Wait to see what the future of the reserve is. Potential to work with school and kindy. Will need irrigation.	Local Playground ($95,250) Irrigation ($37,040)	$132,290	20/21	12	0
Wistow Crescent Reserve	TROTT PARK	Local	Play	Drink fountain.	Recreation - active (Drink Fountain $10,000, Irrigation $17,953)	$27,953	21/22	12	0
					Total	**$2,290,101.00**			**77000**

To be determined

Drink fountain only

Red — Must be completed in that year to align with other works

SOUTHERN HILLS WARD

OPEN SPACE PROGRAM

CITY OF MARION

Southern Hills - Continue to Maintain

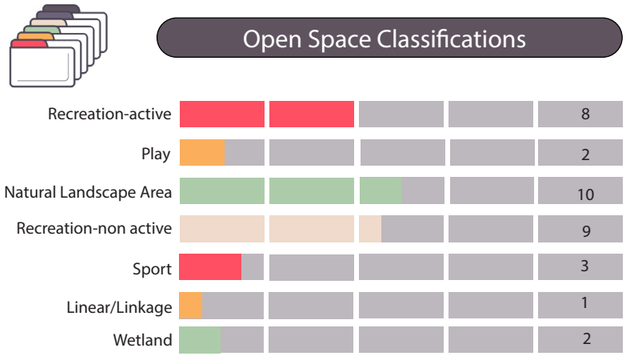
Reserve Name	Suburb	Hierarchy classification	Primary classification	Irrigation Score	Current Irrigation Area (m2)
Alia Drive Reserve	Sheidow Park	Local	Wetland / Watercourse / Stormwater	5	0
Bayley Circuit Reserve	Trott Park	Local	Natural Landscaping area		0
Berrima Road Reserve	Sheidow Park	Local	Nature Conservation	6	0
Elura Avenue Reserve	Sheidow Park	Local	Recreation - non-active	6	0
Eyre St Reserve	Seaview Downs	Local	Natural Landscaping area	5	1000
French Crescent Reserve	Trott Park	Local	Recreation - non active	7	0
Karkoo St Reserve	Seaview Downs	Local	Natural Landscaping area		0
Hamilton Court Reserve	Sheidow Park	Local	Wetland / Watercourse / Stormwater		0
Heysen Drive Reserve	Trott Park	Local	Linear / Linkage		0
Karkoo Street Reserve	Seaview Downs	Local	Natural Landscaping Area		0
O'Halloran Hill Recreation Park	O'Halloran Hill	State	Recreation - active		0
O'Halloran Hill Recreation Park	O'Halloran Hill	State	Recreation - active		0
O'Halloran Hill Recreation Park	O'Halloran Hill	State	Recreation - active		0
Percival Crescent Reserve	Trott Park	Local	Recreation - active		0
Phyllis Court Reserve	Trott Park	Local	Recreation - non active	5	0
Pryor Loop Reserve	Sheidow Park	Local	Natural Landscaping area	5	0
Strutt Court Reserve	Trott Park	Local	Play	9	0
West Street Reserve	Seacliff Park	Local	Natural Landscaping area		0
West Street Reserve	Seacliff Park	Local	Road Reservation		0
Young Street Reserve	Trott Park	Local	Natural Landscaping area	5	0
					1000

SOUTHERN HILLS WARD
OPEN SPACE PROGRAM
CITY OF MARION

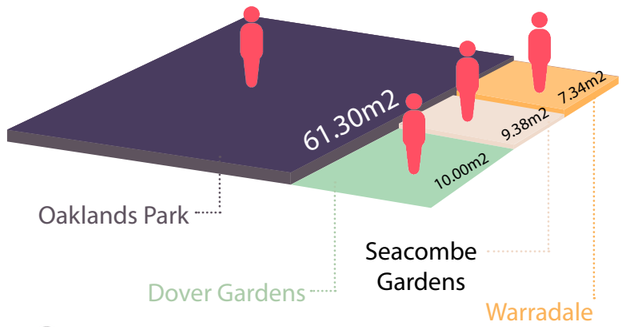
Site Plan



Open Space Classifications



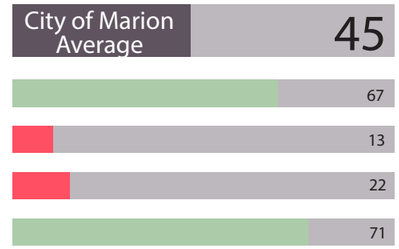
Sqm of Open Space Per Person



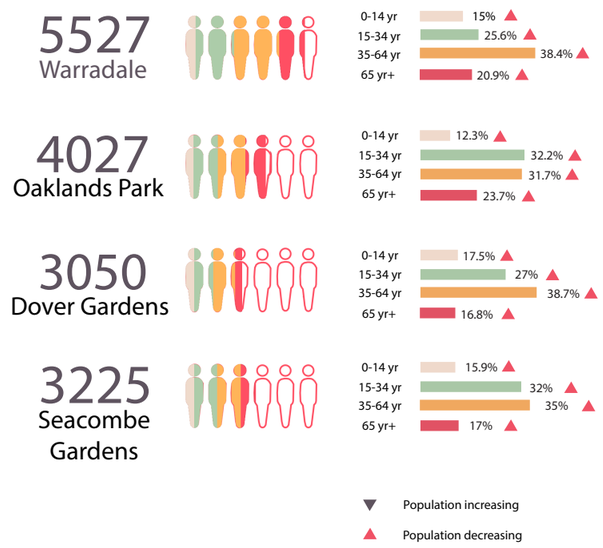
Open Space Irrigation per Suburb

Warradale	16700
Oaklands Park	51000
Dover Gardens	12000
Seacombe Gardens	14500
TOTAL (sqm)	94200

Socio Economic Disadvantage Percentile



Population



Community Facilities



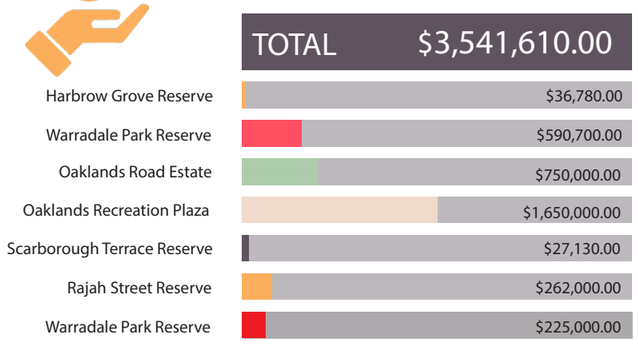
Number of Playground



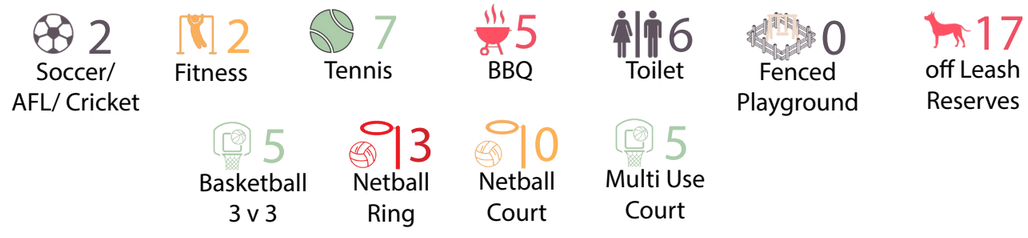
Open Space Hierarchy



Open Space Spend Since 2014



Facilities



WARRACOWIE WARD

OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Warracowie - Draft Open Space Works

Reserve Name	suburb	Hierarchy classification	Primary classification	Recommended Works and Projects	Upgrade Service Level	$	Draft Year	Irrigation Score	Current Irrigation Area (m2)
Anton Street Reserve	OAKLANDS PARK	Local	Natural Landscaping Area		Irrigation	$21,770	26/27		
Ballara Park Reserve	WARRADALE	Neighbourhood	Sport	Work with the community and kindy to develop open space. Upgrade the courts to multi use.	Sport - renew tennis court ($150,000) Recreation - active ($24,824 Irrigation)	$174,824	22/23	14	1000
Ben Pethick Reserve	MARION	Local	Play	Remove Play Equipment. Irrigation	Remove Play $20,000 Irrigation ($59,182) 24/25	$20,000 $59,182	19/20 24/25	14	2300
Bombay Street Reserve	OAKLANDS PARK	Local	Linear / Linkage	Work with Renewal SA to develop open space.				13	5000
Branksome Terrace Reserve	DOVER GARDENS	Local	Recreation - non-active	Dog friendly reserve	Dog Park	$15,000	25/26	10	0
Crown Street Reserve	DOVER GARDENS	Local	Recreation - non active	Shelter and picnic table	Recreation - active	$25,000	20/21	5	
Diagonal Way Reserve (opp Dwyer)	OAKLANDS PARK	Local	Natural Landscaping area	Redevelop in line with the Oaklands Crossing upgrade and Dwyer Road playground upgrade. Separate Project.					
Dwyer Road Reserve	OAKLANDS PARK	Neighbourhood	Recreation - active					13	0
Hamilton Park Reserve	WARRADALE	Neighbourhood	Recreation - active	Low open space in Warradale - upgrade open space to best potential. Feedback already received by residents.	Recreation - active $60,000, (Irrigation $88,150, Shade $50,000)	$138,150	23/24	15	10000
Jacaranda Grove Reserve - Pepper-tree Reserve	OAKLANDS PARK	Local	Recreation - non active	Increased tree planting, tables and seating.	Recreation - non active ($15,000) Irrigation ($52,310)	$67,310	24/25	11	3000
Kenton Avenue Reserve	OAKLANDS PARK	Neighbourhood	Recreation - active	Replace and renew fitness equipment	Recreation - active	$35,000	27/28	13	6000
Marion Community House	WARRADALE	Local	Recreation - non active	Upgrade signage and develop open space to suit use of buildings. Remove permapine fence?	Recreation - non active	$25,000	24/25	13	1700
McKay Street Reserve	DOVER GARDENS	Local	Play	Drink fountain	Recreation - active ($10,000) Irrigation ($37,040)	$47,040	27/28	13	2500
Murray Tce Vacant Land	OAKLANDS PARK	Local	Natural Landscaping area	Apply natural landscaping and pathway near fence line.	Natural Lanscaping area	$20,000	24/25		0
Oaklands Wetland	OAKLANDS PARK	Regional	Wetland / Watercourse	Additional Skate Park Infrastructure. Design and minor works 21/22 ready for spade ready grant funding 27/28.	Recreation Active	$35,000 $115,000	21/22 27/28	15	8000
Oliphant Avenue Reserve - (small)	OAKLANDS PARK	Local	Recreation - non active	Develop the back block for recreation - non active. Native turf and plantings, seating etc. Review use in the future	Recreation - non active ($25,000, drink fountain $10,000) Irrigation ($18,716)	$10,000 $43,716	20/21 27/28	9	0
Oliphant Avenue Reserve A - (large)	MARION	Local	Recreation - non active					9	0
Ramsay Avenue Reserve	SEACOMBE GARDENS	Neighbourhood	Recreation - active	Develop open space in partnership with Stella Maris school - suitbale for sport, PE lessons, lunctime play. Drink Fountain	Sport ($40,000) Recreation - active (drink fountain $10,000) Irrigation ($59,945)	$109,945	21/22	13	3500

To be determined

Drink fountain only

Red — Must be completed in that year to align with playground works

WARRACOWIE WARD
OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Warracowie - Draft Open Space Works

Reserve Name	suburb	Hierarchy classification	Primary classification	Recommended Works and Projects	Upgrade Service Level	$	Draft Year	Irrigation Score	Current Irrigation Area (m2)
Sandery Avenue Reserve	SEACOMBE GARDENS	Neighbourhood	Recreation - active	Drink fountain Replace chain mesh fence and add bottom rail to tennis court.	Recreation - active ($10,000 drink fountain) Sport - $35,000 Irrigation ($67,580)	$112,580	25/26	14	4000
Scarborough Terrace Reserve	DOVER GARDENS	Neighbourhood	Recreation - active	Playground upgrade budget includes fitness equipment.	Within playground budget			13	9500
Warradale Park Reserve	WARRADALE	Neighbourhood	Sport	Apply natural landscaping to reduce irrigation on site	Natural Landscaping ($40,000) Irrigation ($29,405)	$69,405	26/27	13	4600
					Total	**$1,203,922**			**61100**

To be determined

Drink fountain only

Red Must be completed in that year to align with playground works

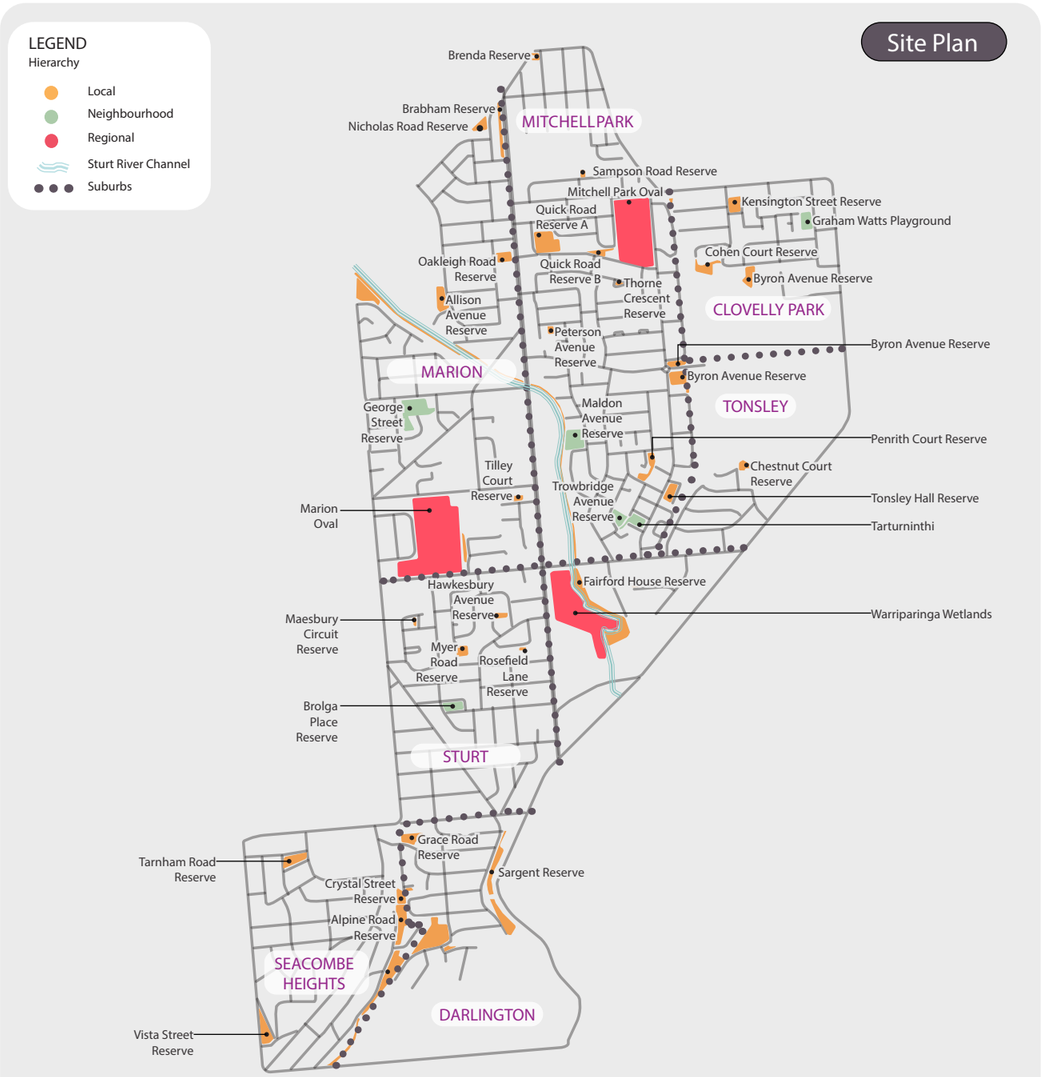
WARRACOWIE WARD

CITY OF MARION

Warracowie - Continue to Maintain

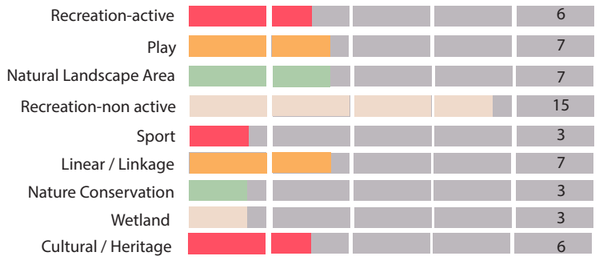
Reserve Name	Suburb	Hierarchy classification	Primary classification	Irrigation Score	Current Irrigation Area (m2)
Bristol Street Reserve	DOVER GARDENS	Local	Recreation - non-active	9	0
Chambers Street Reserve	MARION	Local	Natural Landscaping Area		0
Harbrow Grove Reserve	SEACOMBE GARDENS	Regional	Recreation - active	15	5000
Kent Avenue Reserve	SEACOMBE GARDENS	Local	Natural Landscaping area	8	2000
Minchinbury Tce Road Reserve (lawn outside Marion station)	MARION	Local	Linear / Linkage		0
Oaklands Road Estate	OAKLANDS PARK	Regional	Recreation - active	17	27000
Oaklands Wetland	OAKLANDS PARK	Regional	Wetland / Watercourse / Stormwater	15	8000
Oilphant Avenue Reserve (Sturt Linear Park)	MARION	Local	Linear / Linkage	13	3000
Parsons St / Kenton Ave Reserve	OAKLANDS PARK	Local	Natural Landscaping area	0	0
Parsons St / Kenton Ave Reserve Island	OAKLANDS PARK	Local	Natural Landscaping area		0
Parsons St Traffic Island	OAKLANDS PARK	Local	Natural Landscaping area	5	0
Rajah Street Reserve	OAKLANDS PARK	Neighbourhood	Recreation - active	13	2000
Russell Avenue Reserve	SEACOMBE GARDENS	Local	Natural Landscaping area		0
Sturt/ Diagonal Reserve (verge opp council offices)	SEACOMBE GARDENS	Local	Recreation - non active	6	0
Vinall Street Reserve	DOVER GARDENS	Local	Natural Landscaping area	5	0
Waratah Square Reserve	SEACOMBE GARDENS	Local	Recreation - non active	10	0
Westminster Reserve - Western Cnr	MARION	Local	Natural Landscaping area		
					47000

Site Plan

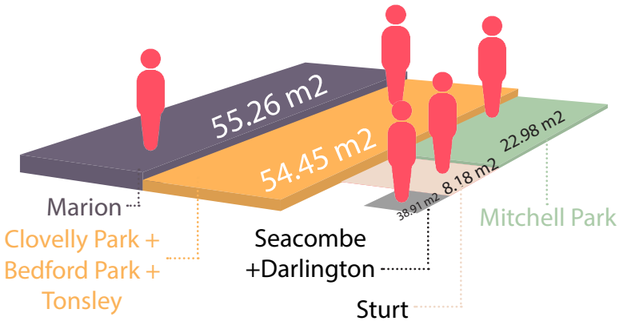


Open Space Classifications

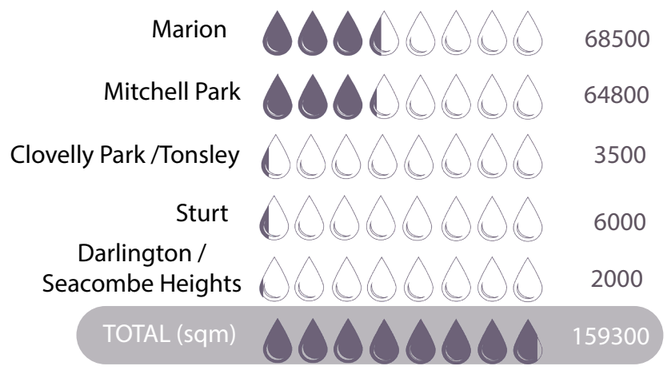




Sqm of Open Space Per Person

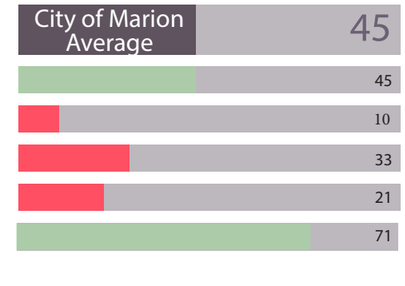


Open Space Irrigation per Suburb

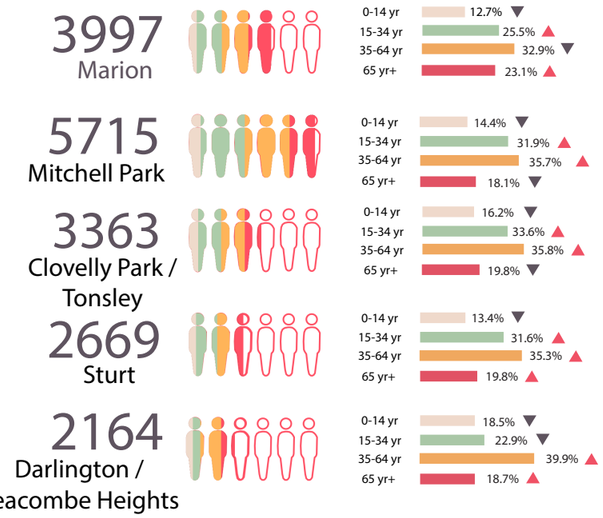


Socio Economic Disadvantage Percentile





Population



Largest Population
70 - 84
15-19 yr
Marion

Community Facilities

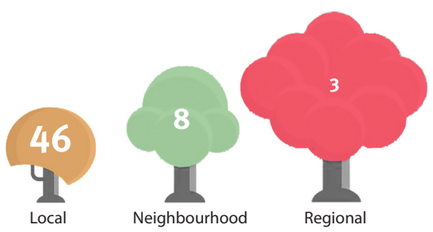


* not CoM owned

Number of Playground

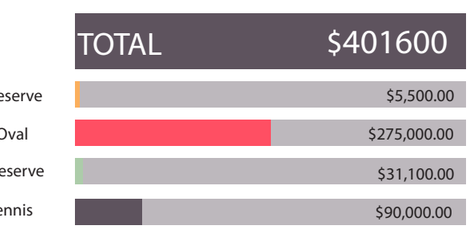


Open Space Hierarchy

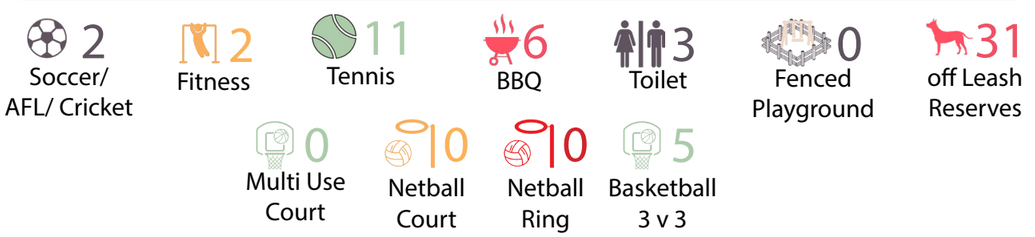


Open Space Spend Since 2014





Facilities



WARRIPARINGA WARD

OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Warriparinga - Draft Open Space Works

Reserve Name	Suburb	Hierarchy classification	Primary classification	Recommended works and projects	Upgrade Service Level	$	Draft year	Irrigation Score	Current Irrigation Area (m2)
Alawoona Avenue Reserve 1	MITCHELL PARK	Local	Recreation - non active	Entry Statements: Add roundabout into landscaping. Dependent on station layout	Recreation - non active	$35,000	22/23	5	0
Alawoona Avenue Reserve 2	MITCHELL PARK	Local	Natural Landscaping area		Natural Landscaping area	$20,000	22/23	5	0
Alison Avenue Reserve	MARION	Local	Play	Drink fountain and sports goals.	Sport ($20,000) Recreation - active ($10,000 drink fountain)	$30,000	24/25	13	2200
Alpine Road Reserve	SEACOMBE HEIGHTS	Local	Play	Pathways, plantings, seats, apply natural landscape guidelines. Adventure Equipment.	Linear / Linkage	$75,000	19/20	13	2000
Alpine Road Reserve	SEACOMBE HEIGHTS	Local	Nature Conservation		Recreation - active	$23,950	19/20		
Alpine Road Reserve				Cycling and Walking Strategy	Cycling and Walking Strategy	$47,025	20/21		
Brolga Place Reserve	STURT	Neighbourhood	Play	The area around the basketball court requires remediation and lines need to be remarked. Sports goals in open area? BBQ added. Court to be upgraded and netball ring added >2030	Recreation - active ($50,000) Recreation - non active ($15,000 BBQ)	$65,000	21/22	14	3000
Chestnut Court Reserve	TONSLEY	Local	Natural Landscaping area	Until soil contamination is resolved this reserve cannot be used.				12	0
Cohen Court Reserve	CLOVELLY PARK	Local	Play	Will be redeveloped within the Tonsley development.				13	2000
					Irrigation	$82,850	22/23		
Graham Watts Reserve (Cosgrove Hall)	CLOVELLY PARK	Neighbourhood	Recreation - active	Drink fountain. Look into design of hexagon building to see what we can do with that in the future. Public toilet gap in provision - provide toilet at this site.	Recreation - active (Drink fountain $10,000, Irrigation $29,405, Toilet $180,000)	$219,405	24/25	14	1500
Crystal St Reserve (adjoining Alpine)	SEACOMBE HEIGHTS	Local	Recreation - non active	See Alpine development			19/20		0
Dana Court (adjoining Alpine)	SEACOMBE HEIGHTS	Local	Natural Landscaping area						0
Fairford House Reserve	BEDFORD PARK	Local	Cultural / heritage	See Warriparinga Wetlands					0
George Street Reserve	MARION	Neighbourhood	Recreation - active	Opportunity to add sport infrastructure, including netball court. Multi use court - requires community consultation.	Sport - courts $200,000 Recreation - active (shade $50,000, irrigation $137,140)	$387,140	20/21	15	9500
Grace Road Land	DARLINGTON	Local	Recreation - active	Ensure connections to Alpine Reserve and Seacombe Road	Recreation - non active	$35,000	27/28	6	0
Hawkesbury Avenue Reserve	STURT	Local	Recreation - non active	Drink fountain	Recreation - active ($10,000 drink fountain, $29,405 Irrigation)	$39,405	23/24	14	2000
Jasmine Ave Reserve (next to marion oval)	MARION	Local	Recreation - non active	Pathway to oval - mulching around trees.	Natural Landscaping area	$25,000	25/26	13	1000
Maesbury Circuit	STURT	Local	Recreation - non active		Irrigation	$20,243	25/26	8	1000
Marion Oval	MARION	Neighbourhood	Sport	Consideration given to relocation of playground when renewal is proposed.				14	51000
Marion Oval	MARION	Regional	Recreation - active						

To be determined

Drink fountain only

Red — Must be completed in that year to align in with other works

WARRIPARINGA WARD
OPEN SPACE PROGRAM

CITY OF MARION

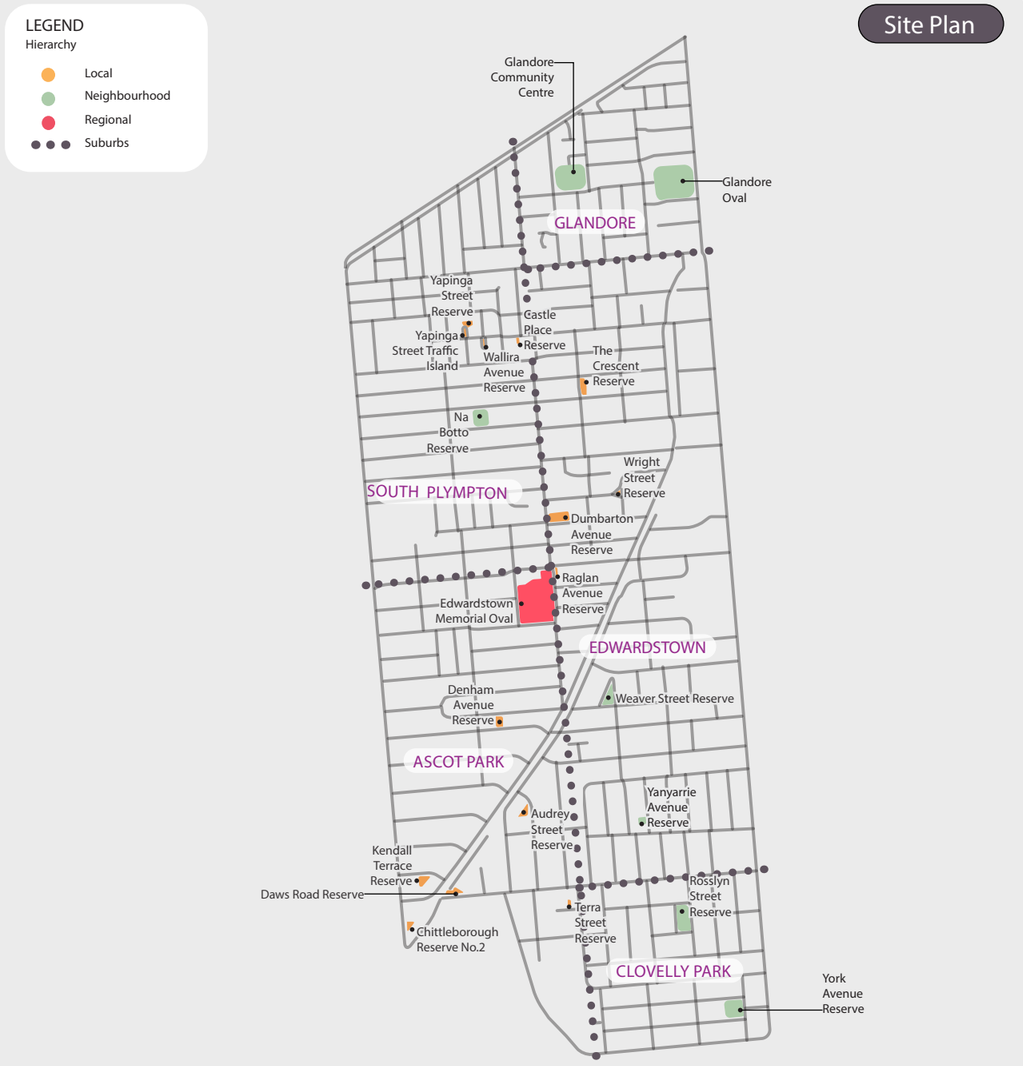
Warriparinga - Draft Open Space Works

Reserve Name	suburb	Hierarchy Classification	Primary Classificiation	Recommended works and projects	Upgrade Service level	$	Draft year	Irrigation Score	Current Irrigation area (m2)
Mitchell Park Oval/Reserve	MITCHELL PARK	Regional	Sport	Upgrade tennis court (western side) to multi purpose court and add lighting. (Requires new power board)	Sport ($250,000) 21/22 Irrigation ($246,730) 22/23	$250,000 $246,730	21/22 22/23	16	45700
Mostyn Road Reserve (Balconies)	DARLINGTON	Local	Recreation - non active	Consider this reserve when upgrading Alpine Road Reserve	Recreation - non active	$25,000	19/20	12	0
Myer Road Reserve (Travers)	STURT	Local	Linear / Linkage	Replant as front lot is sold and then upgrade reserve with resident feedback. Add entrance signage.	Planting $10,000 Irrigation ($18,716), Recreation - non active ($40,000)	$10,000 $58,716	20/21 25/26		0
Nathan Court Reserve	SEACOMBE HEIGHTS	Local	Recreation - non active	Consider this reserve when upgrading Alpine Road Reserve					0
Nicholas Road Reserve	MARION	Local	Nature conservation	Apply natural landscaping, seating, nature play. Consider approaching church to develop basketball at their property.	Natural Landscaping area	$35,000	24/25	5	0
Oakleigh Road Reserve	MARION	Local	Recreation - non active	Pathway along fence line to bus stop (look at goat trail) + seat and possible minor nature play.	Linear / Linkage	$35,000	21/22	13	2500
Peterson Avenue Reserve	MITCHELL PARK	Local	Play	Drink fountain	Recreation - active (Drink fountain $10,000, Irrigation $30,932)	$40,932	21/22	14	1600
Quick Road Reserve	MITCHELL PARK	Local	Recreation - non active	New furniture and seating. Drink fountain and dog bowl.	Recreation - active	$25,000	24/25	14	3000
Quick Road Reserve B	MITCHELL PARK	Local	Recreation - non active	Leave as is until Mitchell Park Oval is upgraded to understand what is required.			24/25		
Rosefield Lane Reserve	STURT	Local	Recreation - non active	Upgrade path and new plantings	Natural Landscaping area	$30,000	23/24		0
Sampson Road Reserve	MITCHELL PARK	Local	Recreation - non active	Formalise pathways to school entrance, seating, planting to screen fences	Linear / Linkage	$20,000	24/25		0
Tarnham Road Reserve	SEACOMBE HEIGHTS	Local	Sport	Consideration of open space made in line with demolition of courts. To be considered as a separate project.				11	0
Tarturninthi	MITCHELL PARK	Neighbourhood	Wetland / Watercourse / Stormwater	Pathways within reserve to be upgraded.	Recreation - active $100,000 (Irirgation $21,770)	$121,770	23/24	13	1000
Tjirbruki Gateway	BEDFORD PARK	Local	Cultural / heritage	See Warriparinga Wetlands					
Trowbridge Ave Reserve	MITCHELL PARK	Neighbourhood	Play	Upgrade basketball and add netball ring	Recreation - active $50,000, Irrigation ($37,040)	$87,040	23/24	14	2000
Vista Street Reserve	SEACOMBE HEIGHTS	Local	Recreation - non active	Very sloping site - what else can be considered here? Formal plantings?				7	0
Warriparinga Wetlands	BEDFORD PARK	Neighbourhood	Wetland / Watercourse / Stormwater	LKCC site - Extend BBQ slab so when cooking can look out onto oval, art work on slab Add picnic table and seating Path from LKCC to BBQ and through garden Install seat in Fairford House garden Add a picnic table in courtyard and near dam Remediate septic tank Add logs around campfire Shade over BBQ Nature play on oval outside LKCC (mens group can burn animals into logs) New logs and sand for palti circle / stone hollow upgrade Drink fountain	Recreation - active	$75,000	24/25	15	14500
Warriparinga Wetlands	BEDFORD PARK	Regional	Wetland / Watercourse / Stormwater						
				Total		**$2,195,030**			**97000**

Warriparinga- Continue to Maintain

Reserve Name	Suburb	Hierarchy classification	Primary classification	Irrigation Score	Current Irrigation Area (m2)
Brabham Straight	Marion	Local	Natural Landscaping area		0
Brenda Street Reserve	Mitchell Park	Local	Natural Landscaping area		0
Byron Avenue Reserve	Clovelly Park	Local	Nature Conservation		
Kensington Street Reserve	Clovelly Park	Local	Recreation - non active	10	
Maldon Avenue Reserve	Mitchell Park	Neighbourhood	Recreation - active	15	4000
Marion Oval	Marion	Regional	Sport	14	51000
Market St Square	Marion	Local	Cultural / heritage	10	500
Market St Square	Marion	Local	Cultural / heritage		
Market St Square	Marion	Local	Cultural / heritage		
Market St Square	Marion	Local	Cultural / heritage		
Penrith Court Reserve	Mitchell Park	Local	Recreation - active	13	2500
Sargent Reserve (alongside Southern Expressway)	Darlington	Local	Linear / Linkage		0
Sturt River Linear Park		Local	Linear / Linkage		
Sturt River Linear Park		Local	Linear / Linkage		
Sturt River Linear Park		Local	Linear / Linkage		
Sturt River Linear Park		Local	Linear / Linkage		
Thorne Cresent Reserve	Mitchell Park	Local	Natural Landscaping area	6	0
Tilley Court Reserve	Marion	Local	Play	13	1800
Tonsley Hall Reserve	Mitchell Park	Local	Recreation - non active	6	4000
					63800

Site Plan



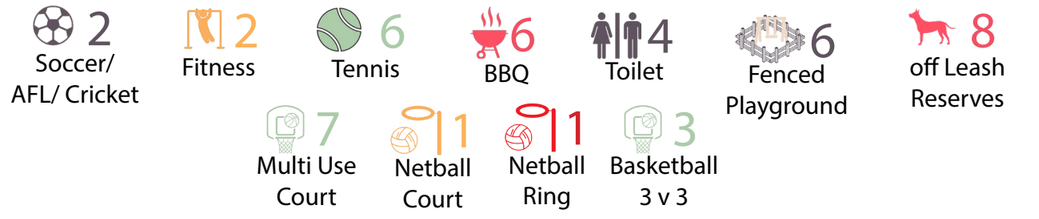
Number of Playground



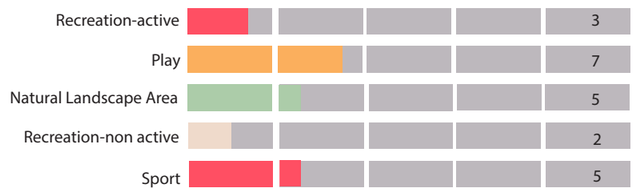
Open Space Hierarchy



Facilities



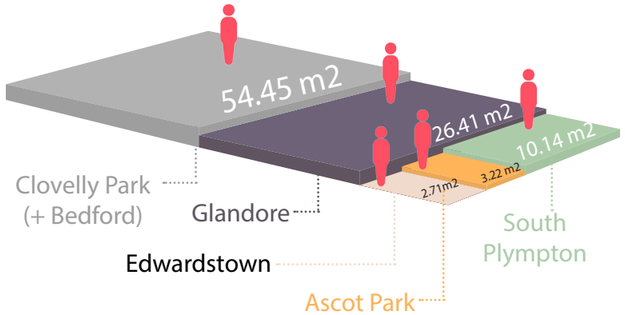
Open Space Classifications



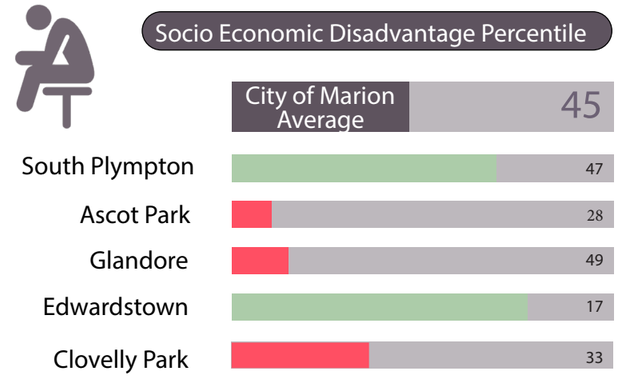
Open Space Irrigation per Suburb

South Plympton	21000
Ascot Park	3000
Glandore	11000
Edwardstown	24300
Clovelly Park	2900
TOTAL (sqm)	62200

Sqm of Open Space Per Person



Socio Economic Disadvantage Percentile

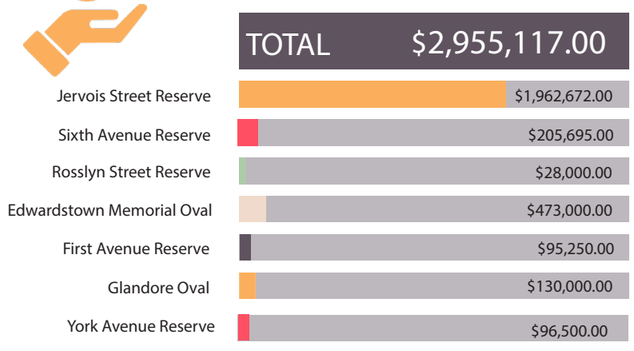


Population

Community Facilities



Open Space Spend Since 2014



WOODLANDS WARD

OPEN SPACE SNAPSHOT JANUARY 2020

CITY OF MARION

Woodlands - Draft Open Space Works

Reserve Name	suburb	Hierarchy classification	Primary Classification	Recommended Works and Projects	Upgrade Service Level	$	Draft Year	Irrigation Score	Current Irrigation Area (m2)
Daws Road Reserve	ASCOT PARK	Local	Natural Landscaping area	Apply natural landscaping	Natural Landscaping area	$15,000	23/24	0	0
Dumbarton Avenue Reserve	EDWARDSTOWN	Local	Play		Irrigation	$52,310	25/26	14	1500
Glandore Community Centre	GLANDORE	Neighbourhood	Recreation - active	Develop recreation sport infrastructure on site - basketball upgrade, volleyball (beach?). Work with the site history to upgrade landscaping with cottage planting etc. Explore option of party pavillion for childrens parties. FUNDED THROUGH GRANT	Recreation - active (Shade $50,000)	$50,000	20/21	15	11000
				Extensive Irrigation upgrade required	Recreation - active (irrigation $141,223)	$141,223	20/21		
Rosslyn Street Reserve	CLOVELLY PARK	Neighbourhood	Recreation - active	Add recreational sport goals, drinking fountain. Apply natual landscaping and further tree planting to NE corner near playground.	Sport ($10,000) Recreation - active ($10,000 drink fountain) Natural Landscaping ($15,000)	$35,000	22/23	14	2000
Terra Street Reserve	MITCHELL PARK	Local	Recreation - non active	Provide opportunity for recreation - non active, sustainability garden. Further review required	Recreation - non active	$20,000	22/23	5	1000
The Crescent Reserve	EDWARDSTOWN	Local	Play	Add recreational sport goals and natural landscaping.	Sport	$30,000	19/20	14	1000
Weaver Street Reserve	EDWARDSTOWN	Neighbourhood	Sport	Remove courts and club house. Upgrade 1 or 2 courts for multi use.	Sport ($200,000) Recreation - active ($17,189 Irrigation, $50,000 Shade)	$267,189	22/23	13	1500
Yanyarrie Avenue Reserve	EDWARDSTOWN	Neighbourhood	Recreation - active	Demolish tennis court and upgrade open space.	Recreation - active $60,000, ($50,000 Shade), Irrigation ($14,400)	$124,400	20/21	13	1300
Yapinga Street Reserve	SOUTH PLYMPTON	Local	Play	Add a piece of play equipment suitable for younger children in conjunction with residents and kindy.	Recreation - active	$20,000	21/22	14	1000
York Avenue Reserve	CLOVELLY PARK	Neighbourhood	Sport	Drink fountain	Recreation - active	$10,000	20/21	13	900
					Total	**$765,122**			**21200**

To be determined

Drink fountain only

Red — Must be completed in that year to align in with other works

WOODLANDS WARD
OPEN SPACE PROGRAM

CITY OF MARION

Woodlands - Continue to Maintain

Reserve Name	Suburb	Hierarchy classification	Primary Classification	Irrigation Score	Current Irrigation Area (m2)
Audrey Street Reserve	ASCOT PARK	Local	Play	14	1500
Castle Place Reserve	SOUTH PLYMPTON	Local	Natural Landscaping area	6	0
Edwardstown Memorial Oval	SOUTH PLYMPTON	Regional	Sport	15	19000
First Ave Reserve	ASCOT PARK	Local	Play	12	0
Glandore Oval	EDWARDSTOWN	Neighbourhood	Sport	15	19000
Jervois Street Reserve	SOUTH PLYMPTON	Neighbourhood	Play	16	1000
Marion Road Triangle NE of Railway Bridge	ASCOT PARK	Local	Recreation - non active	0	0
Joan Herraman Reserve	ASCOT PARK	Local	Play	14	1500
Raglan Avenue Reserve	EDWARDSTOWN	Local	Sport	5	0
Wallira Avenue Reserve	SOUTH PLYMPTON	Local	Natural Landscaping area	5	0
Wright Street Reserve	EDWARDSTOWN	Local	Natural Landscaping area	0	0
Yapinga Street Traffic Island	SOUTH PLYMPTON	Local	Natural Landscaping area	0	0
					42000

Works across City of Marion

Project	Recommended Works and Projects	Cost	Draft Year
Lighting Audit	Audit lighting within all Reserves with a view to replacing all lights with LED.	$5,000	20/21
Lighting upgrades	Using audit results upgrade lighting in Reserves ($10,000 per year)	$40,000	21/22-23/24
Open Space Activation	Activate open spaces that are not otherwise utilised with programs, activities, art etc ($10,000 per year)	$80,000	20/21 - 27/28
Minor Open Space Enhancement	Funding for minor imporvements in Open Space not identified for works within the Open Space Plan. ($10,000 per year)	$80,000	20/21 - 27/28

To be determined

Drink fountain only

Red Must be completed in that year to align in with playground upgrades

APPENDIX A

TOILET PROVISION

Toilet Location

The provision of toilets within our open spaces is primarily based on the service levels within the Open Space and playground Frameworks. Prioritisation regarding the placement of toilets is given to the following open spaces within the service level hierarchy:

- State level open space
- Regional Playground sites
- Regional Open Space

The placement of toilets at open spaces which have not been classified within the above service levels can be considered on a case-by-case basis have regard to the following:

- The minimum service level is a Neighbourhood level open space or playground
- The reserves includes facilities with longer stay amenities such as sports courts, barbecues or a medium to large playground
- It is reasonable to expect that people would be using the park for extended periods and therefore a public facility extends the use and enjoyment of the space.
- A number of requests have been received and an assessment has shown that the site has high usage rates.

Opening Hours

- Council's toilet facilities should be made available during the times when the activity that occurs at the site can happen safely and there is reasonable surveillance over the land.
- At the very minimum, Council's public toilets should be open from 6am to 8pm, unless specific circumstances warrant otherwise.

Signage

Signage should be provided to each facility. At a minimum, signage associated with public toilets should include:

- On-site signs - Located on or around the facility itself and should be clear and legible and indicate the following:
    - male/female/unisex facilities
    - Opening hours
    - Disability access (if applicable)
    - Baby change facility (if applicable)
    - Contact details to report vandalism or maintenance issues
- On-line information – Council's website should provide a page dedicated to facilities in public open spaces and include the following information for each toilet:
    - The location
    - Opening hours
    - Facilities offered
    - Level of accessibility
    - Link to the National Public Toilet Map (www.toiletmap.gov.au)

In some cases, where toilets have direct access from a major public road, directional signage may be appropriate. A 'public toilet' sign could be attached to the street sign which points to the direction that the toilet is located.

APPENDIX B

DOG FRIENDLY AREAS

The management of dogs in open space will be guided by Council's Dog exercise off leash and on leash areas. These areas will be reviewed by the Community Safety team, in conjunction with Open Space and Recreation Planning.

Consideration should be given to making fenced playgrounds dog free areas. Community expectations within these areas is that children can play without interference with dogs. It is still expected that accredited assistance dogs as per section 21 of the Dog and Cat management Act 1995 will still be allowed access.

Formal Dog parks will be provided strategically across the city of Marion to provide formal dog off leash exercise areas. These formal dog parks will have the following attributes

- Perimeter fencing
- Air lock gates
- Drink fountains with dog bowls
- Seating

Construction of dog parks will follow the guidelines set out in "Unleashed: a guide to successful dog parks".

In addition to dog parks, Council will provide dog friendly open spaces within open space designated as off leash areas. These areas may have the following infrastructure to promote dog walking.

- Drink fountain with dog bowl
- Seating
- Trails
- Clear signage

Consideration should also be given to providing dog free areas.

APPENDIX C

WALKING AND CYCLING GUIDELINES

City of Marion

2018 – 2022

This document details options for improving the walking and cycling network in the City of Marion

Walking and cycling encourages healthy and active lifestyles, reduces traffic congestion and supports environmental sustainability.

The guidelines provide actions and priorities for delivering an improved walking and cycling environment. The guidelines can be found here.

The Open Space Plan will

- Prioritise development of proposed regional and local networks
- Implement cycling and walking trails where corresponding open space is being developed

Trails will be developed to complement their hierarchy (either regional or local) and the environment in which they are planned.

Walking and cycling trails will be developed within the guidelines.

CONNECT WITH US ONLINE

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Front Cover Artwork
Title: Hendrie St Reserve

DRAFT Coastal Walkway Asset Management Plan 2020 - 2030

CITY OF MARION



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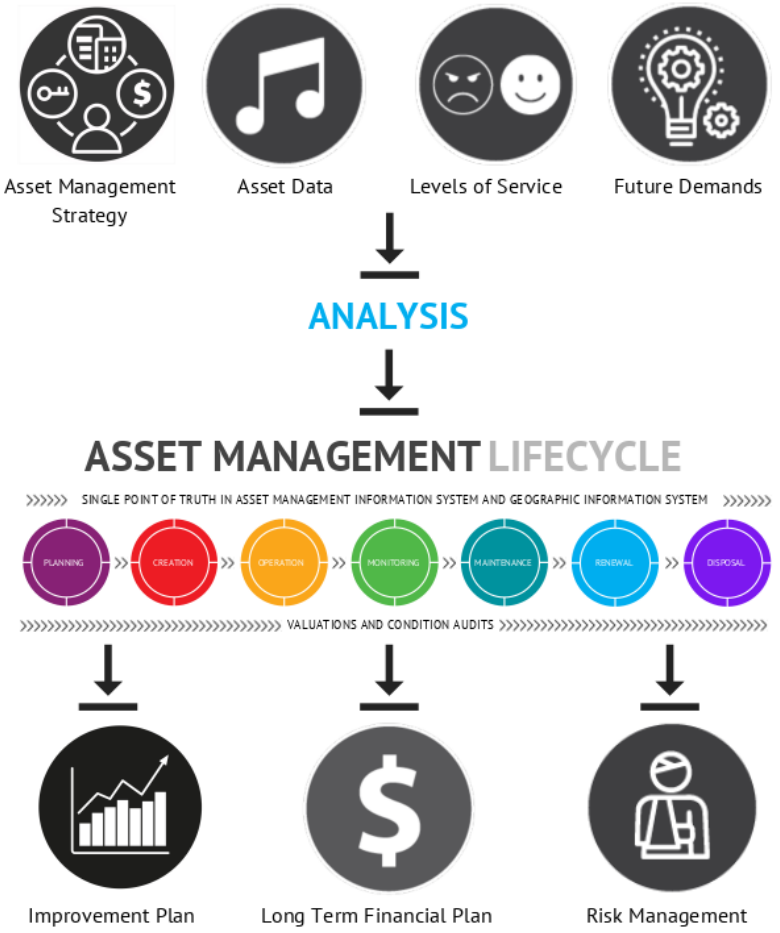
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DATA SOURCES

CoM Coastal Walkway Plan 2020
JLL CoM Valuation Data 2018
Open Space Operations Budget 2018-19
CoM Tree Management Framework 2018
CoM Remnant Native Vegetation Plan 2018-23
2020 City of Marion Community Satisfaction Survey
30 Year Plan for Greater Adelaide

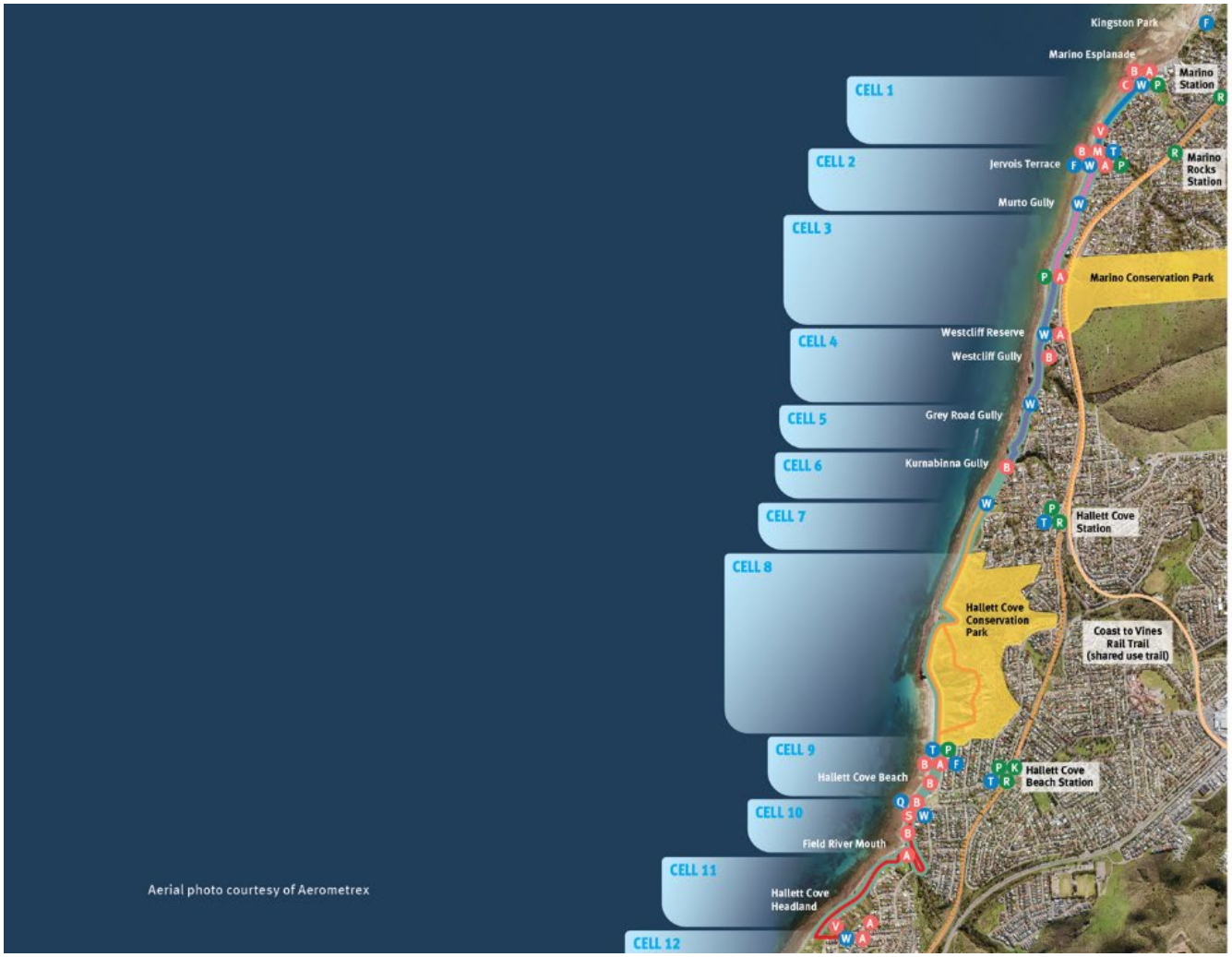
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IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
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1 - INTRODUCTION

What is this plan about?



The City of Marion Coastal Walkway from Marino to Hallett Cove commenced construction in the mid to late 1990's. The walkway today is a highly valued and well utilised community asset which attracts visitors into the region and contributes to the liveability of the City.

The broader Adelaide Metropolitan Coast Park extends along Adelaide's coastline from Sellicks Beach to North Haven, with the Marion Coastal Walkway providing an approximate 8km section between Marino and Hallett Cove.

In addition to the stunning geological formations, native coastal vegetation and sites of indigenous cultural significance, the Coastal Walkway contains structures (stairways secured to cliff faces, board walks and bridges), pathways at ground level, lookouts and other surrounding public infrastructure such as bins, signs, artwork and benches.

The Coastal Walkway traverses a number of Council reserves and Road Reserve land under Council ownership and/or care and control. These Reserves exist to preserve natural assets including cliff faces, watercourses and natural vegetation along the coast.

The plan interfaces with other Asset Management Plans (AMPs) in particular the Stormwater AMP where stormwater assets discharge through those reserves, and Open Space AMP for the reserves.

The Coastal Walkway is described in a series of 12 Cells covering the entire coast from Burnham Road Marino (Council northern boundary) to Sigma Road Lonsdale (Council Southern boundary). Note: Cell 8 covers the Hallett Cove Conservation Park which is a State Government asset managed by the Department for Environment and Water.

This group of assets exists to provide open space for community recreation and conservation of the natural environment. It also provides a key tourism and visitation destination to visitors from outside the City of Marion.

This group of assets is a network which combine to create a recreational experience as well as a conservation corridor for natural vegetation and resident native fauna. The entire length of the corridor is in Coastal Land as designated by Coast Protection Board policy guidelines and listed as Coastal Conservation Zone in the City of Marion Development Plan.

Valued features of such zones in evidence along this section of coast include:

- coastal features and habitats that are sensitive to the direct impacts of development (including coastal dunes and cliffs, coastal wetlands, saltmarsh and mangrove areas)
- important coastal geological features or other natural features of scientific, educational, heritage or cultural importance (including coastal cliffs)
- buffer areas separating development from sensitive coastal and marine features and habitats
- coastal landscapes of high scenic quality
- areas exposed to coastal hazards (including flooding, erosion, acid sulfate soils and sand dune drift) where there are not adequate provisions to mitigate the hazard (such as a managed seawall or levee bank) or any strategies to provide future protection.

What is asset management?

Asset management is about how assets are 'looked after', both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation, renewal and disposal).

What will we do?

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

This plan has been aligned with Council's Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to make fleet assets more environmentally sustainable and resilient to climate change.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently.

Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

COASTAL WALKWAY ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Coastal Walking trail from Marino to Hallett Cove

Gross replacement cost $5.56M
Reliable asset data

What it will cost over the 10-year planning period



Creation	$0.57M
Operation	$0.50M
Monitoring	$0.10M
Maintenance	$1.64M
Renewal	$10.90M
Total	$13.72M

Levels of Service



Provide a renewed Walking Trail, generally at Grade 2 standard as per the Australian Standard for Walking Track Construction (AS 2156) with a track width no less than 1.8 m with useful life of 50 years.

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management



Controls manage the major risk of a renewal funding shortfall

Infrastructure is monitored with increased maintenance intervention to manage high utilisation and the impacts of extreme weather events

Funding levels are sufficient to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring



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

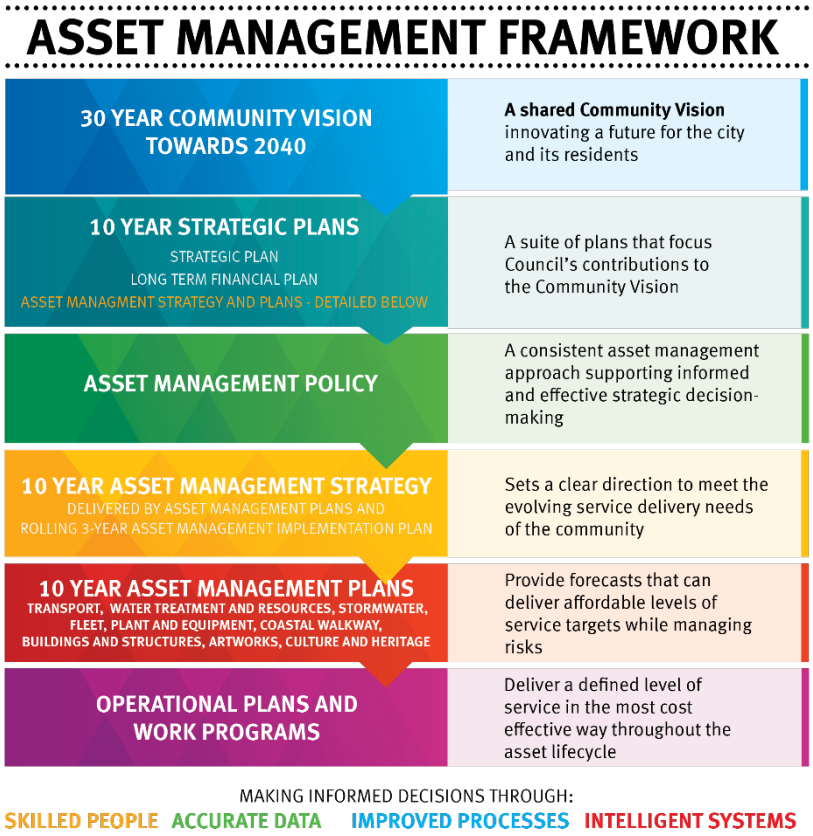
Improvement Plan



- Measure utilisation to drive data driven decision making around future planning and service provision.
- Approve approach to Remnant Native Vegetation management along trail to ensure best long-term conservation results
- Review lessons learnt from Stages 1,2 of Coastal Walkway Plan

3 - WHY WE NEED A PLAN

"Good asset management is critical to a high performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan reflects and responds to change It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. It is funded by the Long-Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements.
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council. The Coastal Walkway assets in their current form are listed as follows:

Service Provided	Asset Category	Quantity
Built infrastructure	Pathways – on ground	5,750 m2
	Pathways – on road	729 m2
	Pathways - structural	927 m2
	Bridges - Timber beam, composite fibre deck	279 m2
	Bridges – Timber beam, timber deck	931 m2
	Bridges - other construction	123 m2
	Retaining wall	285 m
	Barriers - general fencing	3,311 m
	Barriers - stock fencing	1,012 m
	Barriers - Vehicle	498 m
	Barriers - other	147 m
	Signs	109 units
	Seats	31
	Artwork	2 items
	Toilet Blocks	2 units
	Off street carparking	3 areas
Green infrastructure	Constructed landscape as primary use (Heron Way Reserve and Grand Central Ave Reserve)	4 Ha
	Natural landscape/ vegetation as primary use – coastal reserves	31.8 Ha

Infrastructure items along the Coastal Walkway are recorded in the following categories:

- Artwork
- Signs
- General Fixtures
- Subsoil Drains
- Barrier Point
- Barrier Continuous
- Retaining Walls
- Pathways
- Bridges

Vegetation is recorded through independent arboriculture and native vegetation records.

The Coastal Walkway is also independently recorded spatially on the GIS system. Data includes reserve boundaries, selected infrastructure and the footprints of City of Marion owned buildings The GIS system also accesses up to date commercially sourced aerial photography for the entire City of Marion.

The City of Marion engaged Sproutt Professional Engineering Services in March – April 2019 to undertake a detailed audit of the Coastal Walkway. This audit was more comprehensive in scope and detail than the data previously stored by Council. The entire audit process was undertaken by Sproutt and Innovis professional engineering service firms. Sproutt undertaking all Level 2 bridge inspections as well as network associated asset capture, inspections and reporting. Innovis undertook all Level 3 bridge inspections and associated reporting. Bridge assessments were done using the Local Roads Bridge Management Manual as specified by Council.

The audit and subsequent report enabled the creation of a new asset database for these assets. The identification of defects along the Coastal Walkway assisted the development of a renewal program that Council has adopted in the Coastal Walkway Asset Management Plan. Implementing the Coastal Walkway Asset Management Plan will then ensure Council is in control of the lifecycle and operation of the asset.

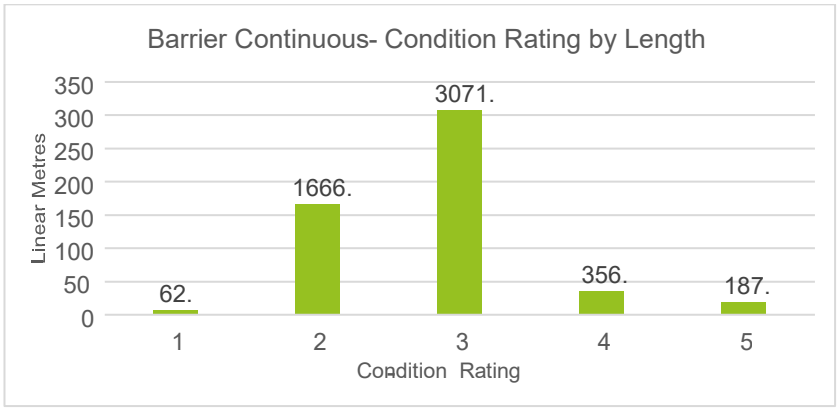
Given the coastal location and the steep topography, preservation of the natural assets of the coastal reserves is a key feature of its community value. Accordingly, coastal erosion, the stability of natural slopes, riparian features and the health of indigenous vegetation are key to ensure the trail retains its integrity and its value to the community.

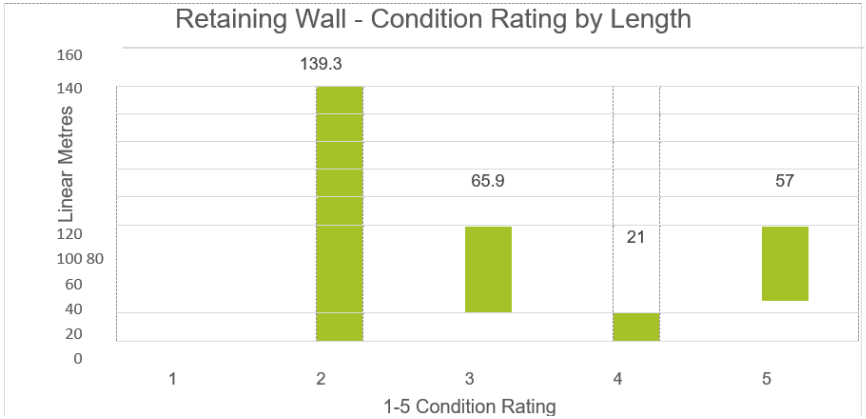
Indigenous vegetation assessments have taken place periodically. The most recent full assessment was done in 2008.

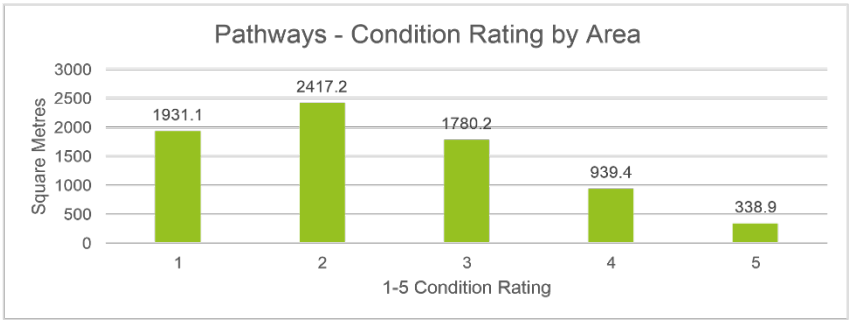
The Sproutt Audit 2019

The Sproutt audit incorporated overall inspections at Level 1 with Level 2 and Level 3 audits for critical suspended infrastructure items. The audit findings precipitated a decision to take the most vulnerable sections of the walkway out of service until investigations could be concluded and any practicable initial stabilising repairs could be undertaken. The current state of the walkway is that all but a 0.45 km section is open for public use and a detailed 10 year upgrade program (the Coastal Walkway Plan) has been adopted by Council subject to receiving adequate external funding and is attached to this plan as Appendix B.

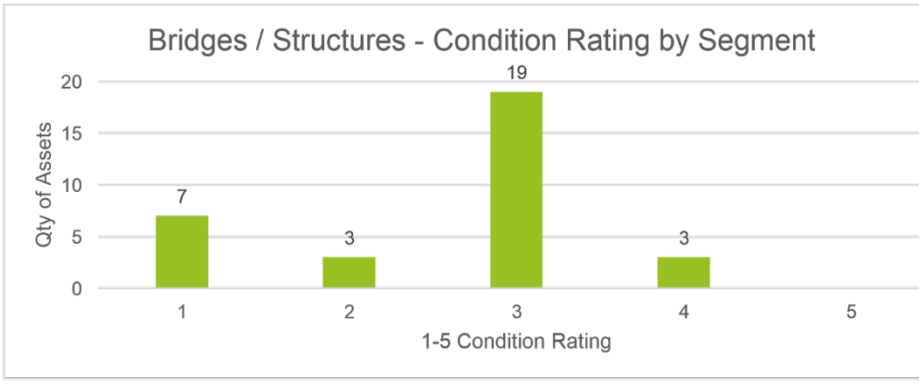
A summary of the outcomes follows:

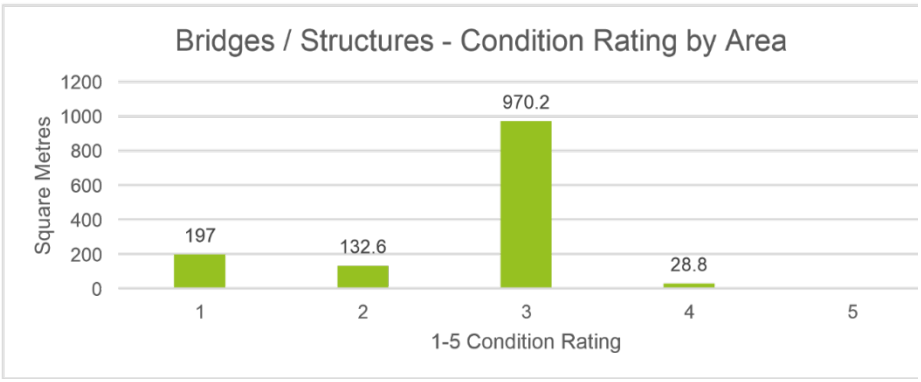




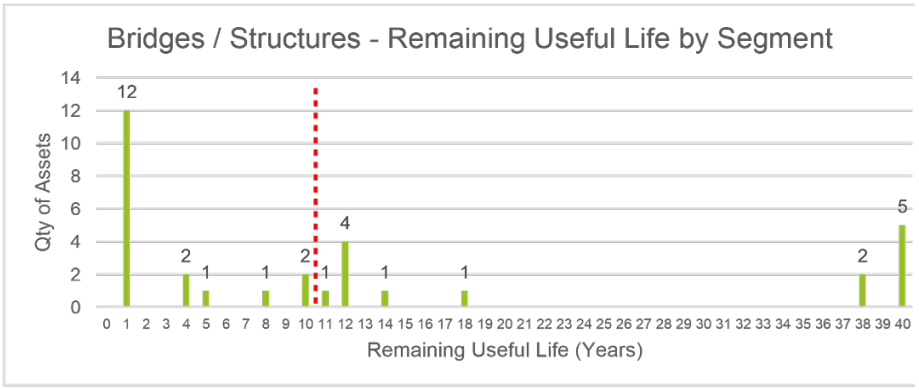


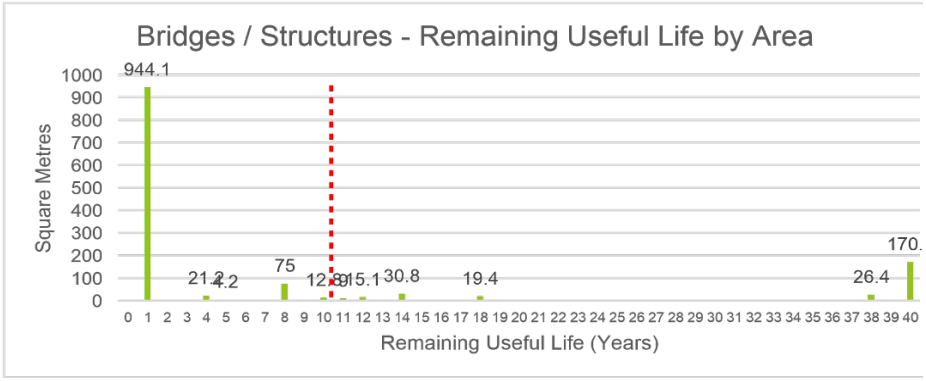
The rectification and renewal costs for Bridges and structures far outweighed the remaining costs of the asset class pertaining to minor structures. As a consequence, a detailed Level 3 Bridge Audit Report focusing on these concerns added to the scope of the audit.





Although many bridge superstructure components were found to be in Good – Average condition, the footings and founding strata of all major structures (Level 3 inspections) are not able to be confirmed adequate to support the existing structure. Due to this, these assets were assigned a significantly lower remaining life as follows:





:

Valuation Data

Coastal Walkway infrastructure was valued in 2018 by Jones Lang LaSalle.

- Replacement Value of JLL Valued Infrastructure $5.56m
- Fair Value of JLL Valued Infrastructure, $3.56m

Note that 'Green infrastructure', trees, remnant native vegetation are not valued under current valuation procedures.

Green infrastructure includes the following:

- Indigenous flora, fauna and landscape, which may be in various states of health from fairly intact through to almost 100% exotic.
- Developed open spaces covering parks and gardens including sports fields and golf courses, roadside verges and nature strips.
- Waste land or unallocated sites where vegetation provides some ecosystem services but is essentially unmanaged.
- Water-sensitive urban design incorporating natural and artificial components.
- Vegetation integrated into the built environment, which includes street trees, green roofs and walls.
- Agricultural and horticultural land, where the primary activity is commercial.

(Source: Jones, R. N., Symons, J. and Young, C. K. (2015) Assessing the Economic Value of Green Infrastructure: Green Paper. Climate Change Working Paper No. 24. Victoria Institute of Strategic Economic Studies, Victoria University, Melbourne).

Data Quality

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

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

Data confidence is assessed for asset data used in the preparation of this plan at level B (reliable) except for some items of infrastructure that were not accessible for level 3 inspections of structure footing conditions.

5 - LEVELS OF SERVICE

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community. The following table demonstrates how the assets covered under this Asset Management Plan assist in achieving community levels of service.

	Community Level of Service	Achieved By
Safety	Provide a safe open space walkway for the enjoyment by members of the public.	Infrastructure risk assessed to ensure it is safe for community use. Due regard is given to community expectations to incorporate controlled environments that support a learned approach to developing risk-taking skills in children and adolescents. Compliance with applicable legislative or community standards is collected in the lead up to a major renewal project.
Quality	Provide quality infrastructure.	Assets are managed and maintained to best practice industry standards.
Function	A Walkway that provides a range of experiences to the public that supports health, wellbeing and nature conservation.	Maintaining and renewing to a set Service Level. Data is currently collected in the lead up to a major renewal project. This is also tested through community surveys ahead of upgrade projects to get a general picture of demand and suitability. To date this has been lacking in a Service Level benchmark.
Capacity	Availability of appropriate infrastructure to meet community expectations	Improved utilisation measurement. It is proposed to install remote LoRaWAN people counting technology at selected points along the walkway to gather utilisation data. Data is currently collected in the lead up to a major renewal project. This is also tested through community surveys ahead of upgrade projects to get a general picture of demand and suitability. To date this has been lacking in a Service Level benchmark.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment.	Environmental factors are considered when selecting assets.

The 2020 City of Marion Community Satisfaction Survey revealed the following data about the City of Marion's Open Space assets.

	Importance				Satisfaction			
	Very Important	Somewhat important	Low importance	Not important at all	Very Satisfied	Somewhat satisfied	Dissatisfied	Very Dissatisfied
Sport and Recreation Facilities	46%	39%	12%	3%	25%	62%	10%	3%
Quality and features of Playgrounds and reserves	54%	34%	10%	2%	29%	52%	12%	7%

This data indicates that the Open Space assets as they are currently configured are highly valued by the community and there is a high level of satisfaction with their standard of facilities and upkeep. No specific survey questions were targeted at the Coastal Walkway.

Walking Trail Standards

The Australian Standard for Walking Track Construction (AS 2156) lists 5 potential grades as follows:

- Grade 1 - No bushwalking experience required. Flat even surface with no steps or steep sections. Suitable for wheelchair users who have someone to assist them.
- Grade 2 - No bushwalking experience required. The track is hardened or compacted surface and may have a gentle hill section or sections and occasional steps.
- Grade 3 - Suitable for most ages and fitness levels. Some bushwalking experience recommended. Tracks may have short steep hill sections a rough surface and many steps.
- Grade 4 - Bushwalking experience recommended. Tracks may be long, rough and very steep. Directional signage may be limited.
- Grade 5 - Very experienced bushwalkers with specialised skills, including navigation and emergency first aid. Tracks are likely to be very rough, very steep and unmarked.

Note that while the standard does not give guidance as to path width, a width of 1,200mm or more is expected for Grade 1 and 900mm or more for Grade 2 and logically depend of anticipated traffic and shared use.

The current City of Marion sector walkway, other than sections shared with urban footpaths, is generally classifiable as Grade 3 with capacity limitations that require negotiated passing or use of track verges thereby threatening adjacent vegetation. Notwithstanding the well documented issues associated with stair and boardwalk structures through the coastal ravines and highlighted in the Coastal Walkway Plan and the Sproutt Condition and Risk assessment which informed it, the general path surface includes long sections that are rough, narrow, poorly drained and have little or no constructed surface.

Similarly, the frequent level changes and reliance on steep steps in the ravine structures is another factor which gives the current walkway a Grade 3 rating. Alternative routing in these locations, including those now funded, should reduce reliance on steps for users. The southernmost sector of the walkway, that was recently constructed from Bilbao Ave Hallett Cove to the City of Onkaparinga boundary is classifiable as Grade 2 in its current state.

Service Standard adopted for Coastal Walkway

This Plan adopts a service level target line with AS 2156 Grade 2 as achieved in the Hallett Cove Conservation Park sector for the walkway from the City of Holdfast Bay boundary to the Field River (i.e. Cells 1-7 and 90), as well the sector south of Bilbao Ave to the City of Onkaparinga boundary (i.e. Cell 12). It adopts a service level target of AS2156 Grade 3 for the sector of the walkway south of the Field River through Hallett Cove Headland Reserve to Bilbao Ave (i.e. Cell11), but gives priority to measures that retain this standard of access while enhancing nature conservation.

It is proposed that the walkway improvements will be designed and constructed to a standard which will meet a service level target in line with Australian Standard for Walking Track Construction (AS 2156.1) Grade 2 as achieved in the existing Hallett Cove Conservation Park sector. This level aims to serve users with no bushwalking experience. The track shall have a hardened or compacted surface and may have a gentle hill section or sections and occasional steps.

Note: Grade 2 standard is not currently achieved in current configuration of the walkway. Also note that Grade 2 does not allow for full DDA accessibility, however favourable consideration will be given to routes that maximise DDA accessibility where vehicular access, topography and other constraints allow it. The clear width of the walkway shall be not less than 1.8m, except where local constraints render it impractical.

This position is based upon the following reasoning:

1. Maintaining the current infrastructure and replacing current closed or temporarily repaired structures with “like for like” in terms of location and step numbers would see Marion’s sector of the Coastal Walkway remain as a Grade 3 level walk. Improvements to path surface, path drainage and path width could achieve a more sustainable outcome in terms of increased user capacity and reduced threat to natural vegetation, however the route would retain its attractiveness as a trail run, while large sections would remain inaccessible to people with mobility issues and/or lower fitness levels. In addition, the “like for like” replaced structures on steep sections of the ravines would remain prone to instability due to erosion.

2. Clearly the natural topography of the walkway route makes upgrading to a Grade 1 route prohibitive, and would require large scale engineering for the length of the route which is not compatible with retaining natural vegetation or appreciation of the natural features of the coastline. In addition, it would easily become a shared use pathway attracting cyclists and skateboarders increasing danger for walkers. It is noted that alternatives for cyclists already exist on the Sea to Vines cycleway nearby.

3. Adopting Grade 2 as the service level target would be more consistent with the aim of preserving the current natural features which make this section of coast unique while making the route more accessible to community members with fitness and mobility issues. In addition, some changes of route, increased use of suspended walkways, and the introduction of some larger span structures would decrease its vulnerability to erosion while eliminating excessive steps. This would be consistent with the existing section within the Hallett Cove Conservation Park. Consideration should also be given to maintaining the walkway width at a minimum of 1.8m or wider if social distancing considerations become the norm.

4. The section south of the Field River through Hallett Headland Reserve to Bilbao Ave (i.e Cell 11) is particularly significant for the quality of its remnant natural vegetation. It is currently a Grade 3 standard. Its upgrade to Grade 2 may require rerouting and additional structures that may impinge on the existing vegetation. This AMP assumes this section will remain as a Grade 3 section but with priority given to vegetation conservation measures.

Technical Levels of Service

This determines the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates how community levels of service are supported by the assets covered under this Asset Management Plan.

Technical Level of Service	Achieved By
Planning in line with a 40-50 year asset renewal program based on optimum replacement	Preparation and regular review of the Coastal Walkway Plan.
Creation of the asset subject to a business case assessment which sets out capital requirements, whole of life costs and predicted utilisation	Assets created in keeping with intention to complete metropolitan Coast Park and in accordance with the service level targets.
Operation of an asset in the manner it was designed to be used	Regular upkeep of structures, path infrastructure, native vegetation, landscaped zones.
Monitoring utilisation and recording asset condition	• Level 1 Inspection - Weekly • Level 2 Inspection - Bi-monthly • Level 3 Inspection - At least every 3 years
Maintenance of assets in line with a long-term asset sustainability index averaging 95-100%	Scheduled maintenance of structures and path infrastructure.
Renewal in accordance with optimum replacement timing principles based on whole of life costs	Assets are programmed to be renewed on the basis of current condition and vulnerability of location. Annual Replacement Program Budget developed, and Long-Term Financial Plan updated
Disposal where the item fails to meet minimum service levels or is no longer required	Complies with legislative requirements including Disposal of Land and Assets Policy. Disposal of Open Space subject to Community Land Management Provisions of the Local Government Act.

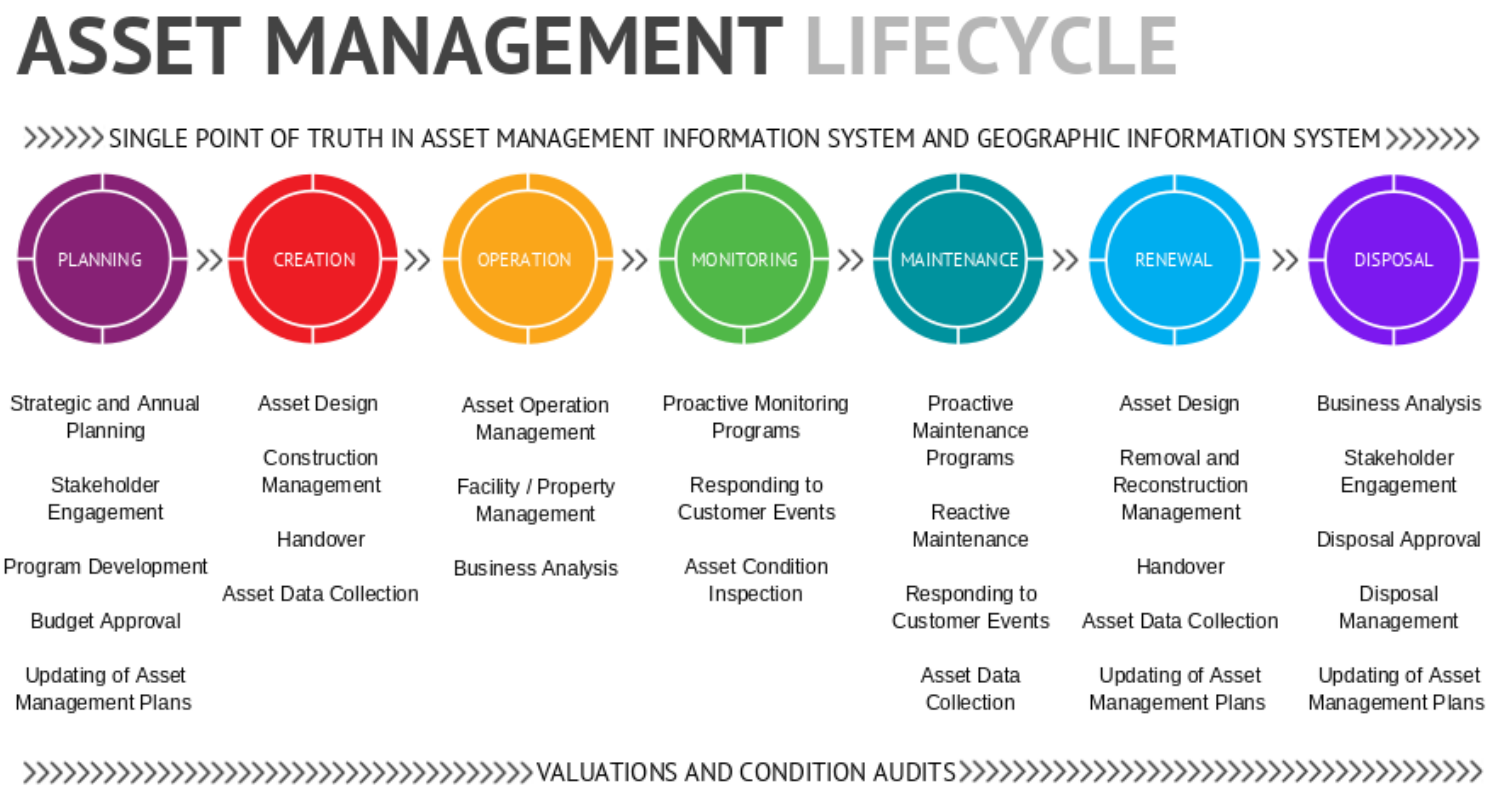
Legislative Requirements

Council considers the following legislative framework in the management of Open Space assets.

Legislation	Requirement
Aboriginal Heritage Act 1988	Provides for the protection and preservation of aboriginal heritage and includes legislation governing the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance
Animal and Plant Control Act 1986	Seeks to control animals and plants for the protection of agriculture and the environment and for the safety of the public, amongst other purposes.
Australian Accounting Standards	Set out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Coast Protection Act 1973	Defines the role of Coast Protection Board
Development Act 1993	Regulates development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes including the operation of Coastal Zones
Disability Discrimination Act 1992 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability.
Environmental Protection Act 1993	Aims to protect the environment; it establishes the Environment Protection Authority and defines its functions and powers, amongst other purposes.
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long-Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides the requirement for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long-Term Financial Plan
Native Vegetation Act 1991	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; to control the clearance of native vegetation; and for other purposes
Work Health and Safety Act 2012 (SA)	Provides for the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are “looked after”, both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING

The Coastal Walkway Plan has reviewed the operation of the Coastal Walkway and its vulnerabilities. It conforms with the objectives of the companion Open Space Plan described below.

Focus Area	Objective
Low Open space areas	Improve the provision of open space in the areas with low provision across the City.
Environmental needs (people and nature)	Strengthen biodiversity, ecosystems and natural settings for our residents and the environment.
Open space activities	Create a vibrant city through the development, irrigation and renewal of open space to encourage active and healthy lifestyles and connect communities.
Partnership Projects	Develop partnerships to support the delivery of open spaces to maximise community outcomes.
Linkages and access to open space	Improve connections and access to open space
Promotion of Open Space	Improve community awareness of open space through effective marketing. Improve community awareness in open space through informative signage
Innovative use of open space	Create and enhance open spaces with the development of innovative treatments and activities to encourage healthy lifestyles
Integration with other open space related programs	Ensure a holistic and integrated approach to open space developments through considering all of Councils open space related programs and smart cities programs.
Asset Management	Improve asset management through the provision of planning and maintenance programs

The City of Marion has prepared the Coastal Walkway Plan based upon the best available information including investment in detailed auditing of the walkway infrastructure.

Implementation of the Plan has been premised upon gaining a significant (50%) contribution from the State Government through the Planning and Development Fund.

In March 2020 an initial tranche ($2.48M) of funding was announced which is enabling Stages 1 and 2 of the Plan to be delivered. The City of Marion will continue to seek a matching contribution for the remaining funding outlined in the Plan.

In any event, the completion of Stages 1 and 2 will be subject to review to confirm the validity of the assumptions made with regard to the costs and practicability of achieving the detailed objectives of the current Plan.

Therefore, the timing and scope of subsequent stages will be subject to a review of these factors in 2022-23. A further full review of the Plan is due after 5 years

Future Demands

The Coastal Walkway runs the entire length of the Coastal Ward which has a resident population of just under 15,000. An increasing proportion of whom are aged 65 years and older. It also serves as the nearest section of coastline to the almost 14,000 residents in the Southern Hills Ward. Similarly, it is readily accessible to residents in adjacent wards of the City of Onkaparinga and the City of Holdfast Bay.

The Hallett Cove Conservation Park Management Plan (2010) confirmed that based on two years of data obtained from a counter at the most popular entrance to Hallett Cove Conservation Park, it is estimated in 2010 that 20 - 30,000 people visit the park per year, with the warmer months appearing to be a more popular time to visit. Anecdotal evidence suggests current usage of the CoM sections of the trail is at least this level and possibly higher, since Council have received numerous amounts of correspondence from residents and the broader community in relation to the 2019 Coastal Walkway closures, which has reiterated the popularity and importance of this asset to the community. The majority of the feedback has been centred on how valued the asset is for the community and queries around what time frames in which sections of the walkway will be reopened.

Open space in Marion serves a resident population as at June 2019 of 93,000. It is also accessible to the wider Greater Adelaide population and visitors. The population distribution is currently split at 0-14 years 16.2%, 15-34 years 27.7%, 35 – 64 years 38.8% and 65 years and over 17.3%and is reflecting the general ageing trend in the wider community and is increasing at a rate of 1.23% per annum which is slightly above the rate of increase for Greater Adelaide.

The importance of Open Space infrastructure such as the Coastal Walkway is supported by health studies which have demonstrated the numerous positive health effects of urban green spaces. Benefits include reduced depression and improved mental health, reduced cardiovascular morbidity and mortality, and reduced rates of obesity and diabetes through physical activity.

These factors are reflected in the 30 Year Plan for Greater Adelaide 2016 which includes the completion of the implementation of the Coast Park as a priority focus of the Planning and Development Fund.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. The Marion Coast ‘s susceptibility to climate change has been the subject of detailed consideration through the Coastal Climate Change Adaptation Study 2018. The potential local impacts of Climate Change on the Walkway and the land it traverses has been the factored into this Asset Management Plan.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes, Productivity Commissioner's report and possibility of council amalgamations	Change in services or service levels	Opportunities to coordinate Coastal Walkway Plan with Coast Park plans with neighbouring coastal Councils.
Social	Changing community demographics, needs and expectations	Change in services or service levels	Monitoring community expectations Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay.
Social	Changes in social interaction frameworks (e.g. COVID -19)	Potential impact of normalised social distancing.	Monitor and respond to community expectations of the walkway in the context of changed social norms.
Technological	Being a smart organisation that uses data to drive decision-making.	Ability to deliver services at a higher operational level achieved through use of GPS data. Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery	Utilisation based asset maintenance and renewal.
Legal	Legal changes	Complex legal and compliance requirements.	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria
Environmental	Impacts of climate change	Change in services or service levels	Consider vulnerability of Coastal Walkway. Climate Risk Assessments will determine impact on asset useful lives. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay.
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield	Ability to deliver services at a higher operational level.	Adopting best practice principles across all three councils to deliver best value. Note the collaboration partners all host sections of the metropolitan Coast Park. Continue to engage and consult with key stakeholders.
Relationships	Testing of levels of service	Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the required level of service.

ASSET CREATION

The creation of the last, currently missing section of Coastal Walkway adjacent the Field River Mouth is included in Stage 1 of the Coastal Walkway Plan which has been funded ($572,000) and the project is underway and described under Asset Renewal. No further asset creation activity is envisaged.

Activity	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30
Section Creation	$250,000	$372,000							

ASSET OPERATION

Asset operation of reserves is included in the Open Space AMP. This includes the care of green infrastructure and landscaping at Heron Way Reserve which encompasses Cell 9 of the Coastal Walkway Plan.

Similarly, the operation of building assets along the walkway, namely two toilet blocks and the Boatshed Café at Heron Way are included in the Buildings and Property AMP.

It is however recognised that the remnant native vegetation along the walkway is particularly vulnerable from pressure from high numbers of users, where inadequate pathway surfaces and widths encourage users to veer away from the defined route in un-renewed sections , and re-establishing native vegetation along path edges and revegetated areas in renewed sections Accordingly an allowance for $50,000 per annum for native vegetation care is recommended.

Activity	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30
Coastal Walkway Operations Expenditure –constructed landscape	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP	Refer to Open Space AMP
Stormwater operations	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP	Refer Stormwater AMP
Remnant Native Vegetation and restored vegetation care pre and post renewal and trail rerouting	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000

After renewal it is assumed that vulnerability of Coastal Walkway structures to erosion is eliminated.

ASSET MONITORING

Council assesses the condition of its Coastal Walkway assets through a range of planned activities including:

- Routine visual inspections.
- Maintenance Reports.
- Safety and Operational Audits.
- Valuation inspections.

The Technical Officer – Asset Systems Unit records the results of Level 1 audits of reserves annually for shelters and twice yearly for suspended decks. . Condition is measured using a 1 – 5 grading system in accordance with IPWEA standards:

Condition	Description of Condition
1	**Very Good**: only planned maintenance required
2	**Good**: minor maintenance required plus planned maintenance
3	**Fair**: significant maintenance required
4	**Poor**: significant renewal/rehabilitation required
5	**Very Poor**: physically unsound and/or beyond rehabilitation

Level 1 – Defect / Visual Inspection (Linked to **Safety** strategies)
Level 2 – Condition Inspection (Includes Level 1 in assessment) (Linked to **Safety** & **Quality** strategies)
Level 3 – Engineering/Technical Inspection (Includes Level 1 & Level 2 in assessment – generally provides remaining life and recommendations on maintenance schedules etc.) (Linked to **Safety**, **Quality & Capacity/Functionality** strategies)

Additional condition data is recorded in Level 2 audits when justified.

Full Level 3 technical audits, including engineering assessments, occur on selected assets due for renewal. Going forward a 2-yearly Level 3 engineering assessment will be required on non-renewed structures.

Asset Monitoring Forward Program (internal resourcing except for Level 3 Engineering assessments)

Asset	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30
Level 1 inspections (internal resources)	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly
Level 1 Condition surveys (internal resources)	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle	Ongoing on annual cycle
Level 3 Condition Engineering Surveys of structures		2 yearly at $20,000		2 yearly at $20,000		2 yearly at $20,000		2 yearly at $20,000	
Annual Photo point monitoring of revegetation sites as per Remnant Native Vegetation Plan	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP	Included in Open Space AMP

ASSET MAINTENANCE

Asset Maintenance will continue prior and post renewal. Council engaged independent cost management consultants RLB to estimate ongoing maintenance costs for the Coastal Walkway pre and post renewal in accordance with the proposed staging. Consequently, the ongoing maintenance costs of built infrastructure over the ten years from 2020 to 2030 are as follows:

Asset Maintenance Forward Program

Breakdown by Cell

Stage	Cell	Scheduled renewal works period	Pre renewal Maintenance - to 2030	Post Renewal Maintenance - to 2030	Total Maintenance per stage to 2030
1	6,10	2020-22	$27,000	$100,522	$127,522
2	5	2020-22	$38,000	$112,347	$150,348
3	3	2024-26	$91,000	$38,783	$129,783
4	4	2026-28	$162,000	$22,435	$184,435
5	1	2028-30	$195,000	$0	$195,000
6	7	2029-31	$332,000	$0	$332,000
7	2	2030-32	$44,000	$0	$144,000
8	11	2031-33	$113,636	$0	$113,636
9	12	2032-34	$107,500	$0	$107,500
10	9	2033-35	$156,923	$0	$156,923
Total to 2030			$1,367,059	$274,087	$1,641,146

Breakdown by Year

Activity	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30	2020/21
Pre – Renewal Maintenance Planned	$82,000	$82,000	$82,000	$62,000	$62,000	$62,000	$62,000	$62,000	$62,000	$62,000
Pre – Renewal Maintenance - Unplanned	$82,000	$82,000	$82,000	$62,000	$62,000	$62,000	$62,000	$62,000	$62,000	$62,000
Post –renewal maintenance Planned	$0	$0	$0	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Post – Renewal maintenance Unplanned	$0	$0	$0	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Totals	$164,000	$164,000	$164,000	$164,000	$164,000	$164,000	$164,000	$164,000	$164,000	$164,000

This 10 year forward maintenance figure compares with the maintenance expenditure of the trail over the last 10 years of:

- $600,000 planned and reactive maintenance,
- $238,000 special structure investigation and repair (post Audit) in 2019, and
- balustrade and handrail renewal expenditure of $713,000, totalling $1,551,000 in that 10-year period.

ASSET RENEWAL AND DISPOSAL

The asset renewal program is described in detail in the attached Coastal Walkway Plan (Appendix B). The plan responds to need to renew and upgrade the Walkway and preserve its natural environs to restore its useful life to 50 years. The opportunity exists to coordinate these works with renewal and upgrade works proposed in the Hallett Cove Conservation Park.

Asset Renewal Forward Program

Coastal Walkway Plan funding	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2027/28	2028/29	2029/30	2020/21	Totals
CoM Capital Contribution	$277,000	$2,164,000	$0	$0	$80,000	$1,214,000	$64,000	$1,288,000	$35,000	$620,000	$5,737,000
External Capital Contribution – Secured (State Government)	$277,000	$2,164,000									$2,440,000
External Capital contribution – yet to be secured					$80,000	$1,214,000	$64,000	$1,288,000	$35,000	$620,000	$3,297,000
Total Funding required	$544,000	$4,328,000	$0	$0	$160,000	$2,428,000	$128,000	$ 2,576,000	$70,000	$1,240,000	$11,474,000
Staging	Cells 5,6, 10 Includes $250,000 for Asset Creation	Cells 5,6,10 Includes $322,000 for Asset Creation			Cell 3	Cell 3	Cell 4	Cell 4	Cell 1	Cell 1, 7 Design	
Renewal Funding	**$294,000**	**$4,006,000**	**$0**	**$0**	**$160,000**	**$2,428,000**	**$128,000**	**$ 2,576,000**	**$70,000**	**$1,240,000**	**$10,903,000**

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. The demolished sections of the Coastal Walkway will be disposed of as they are renewed.

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from assets has identified the risks that will result in significant loss, 'financial shock' or a reduction in service:

Hazard Description	Current Controls	Current Rating	Further Actions	Forecast Rating
Current funding does not cover full costs of upgrade after necessary detailed engineering investigation is completed.	Project hold points.	Medium	Value management of design process.	Low
Future external funding of subsequent stages not secured.	Review after completion of initial stages and ensure documentation for further grant bids is prepared.	Medium	Consider other funding and staging options.	Low
High levels of utilisation accelerate deterioration of non-renewed sections.	Monitor utilisation patterns.	Medium	Increase maintenance levels, accelerate renewal or manage access.	Low
Extreme weather events damage key infrastructure.	Reduce vulnerability through improved structures and walkway routes.	Low	Monitoring	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. By identifying critical assets and failure modes, investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency, higher maintenance intervention levels, etc.

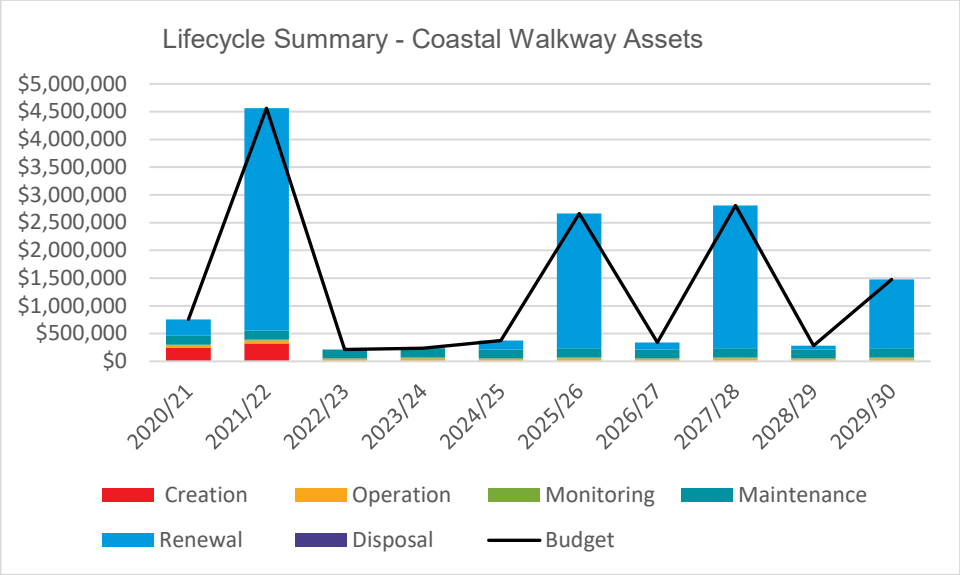
No assets have been identified as critical in this plan. All high-risk Coastal Walkway sections have been repaired or closed.

8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

The decisions made in adopting this Plan are based on the objective to achieve the optimum benefits from the available resources.
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Funding Strategy



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

This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. Funding is predicated on operating and maintenance costs escalating year on year by CPI of 2.5%.

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

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

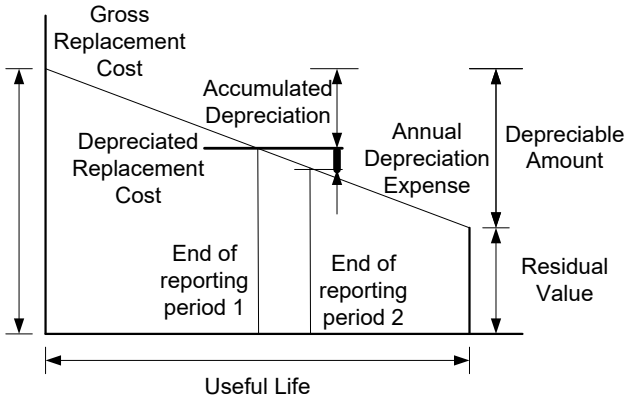
Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is **$0.372M** per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

The depreciation expense will increase as upgraded sections of the Coastal Walkway come into service increasing the Gross Replacement Cost

Lifecycle costs can be compared to llifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10-year planning period is **$1.316M** per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years). These levels reflect Council's plan to upgrade the trail to a higher Service Level and longer service life with the help of external contributions.

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below.



Gross Replacement Cost	**$5.56M**
Depreciable Amount	**$5.56M**
Depreciated Replacement Cost	**$3.56M**
Annual Average Asset Consumption	**$0.15M**

Council's useful life of trail elements is

- Structures and pathways 40 years
- Barriers 30 years

Rate of Annual Asset Consumption **2.5%** (Depreciation/Depreciable Amount)

Rate of Annual Asset Renewal **196%** (Capital renewal expenditure/Depreciable amount)

This reflects Council's plan to upgrade the walkway to a higher Service Level and longer service life with the help of external contributions, and the fact that the Native Vegetation and Coastal Topography assets included in the Coastal Walkway asset grouping is not given a monetary value despite their community and tourism value.

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

Key Assumptions	Risk of Change to Assumptions
Community level of service expectations remain consistent.	Low
No significant changes in legislation.	Low
Climate Risk Assessments may impact asset useful lives	Medium
The materiality threshold for Infrastructure, Land and Buildings is $5,000	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The Long-Term Financial Plan will not change over the planning period.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure.	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets.	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager City Activation	Ongoing
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
3	Incorporate measurement of Coastal Walkway utilisation to drive data driven decision making around future planning and service provision.	Asset Owner – Manager City Activation	August 2020
4	Document and approve approach to Remnant Native Vegetation management along trail to ensure best long-term conservation results	Manager Operations	June 2021
5	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Unit Manager Asset Solutions	June 2021
6	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle	Unit Manager Asset Solutions	June 2021
7	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
8	Annual review of KPIs and benchmarks aligned to Asset Management Strategy	Unit Manager Asset Solutions	June 2021 then annually
9	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Manager City Activation	November 2021 then annually
10	Review lessons learnt from Stages 1,2 of Coastal Walkway Plan	Asset Owner – Manager City Activation	June 2023
11	Undertake a full review of this plan at least every four years, within two years of each Council election or any review to Council's Strategic Plan.	Manager City Activation	November 2024
12	Full Review of Coastal Walkway Plan	Asset Owner – Manager City Activation	June 2025

APPENDIX A: Budgeted Expenditures Accommodated in Long Term Financial Plan

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

COASTAL WALKWAY										
Financial year ending	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
	$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations										
Operations **budget**	$50	$50	$50	$50	$50	$50	$50	$50	$50	$50
Management **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
AM systems and monitoring **budget**	$0	$20	$0	$20	$0	$20	$0	$20	$0	$20
Total Operations	$50	$70	$50	$70	$50	$70	$50	$70	$50	$70
Maintenance										
Reactive maintenance **budget**	$82	$82	$82	$82	$82	$82	$82	$82	$82	$82
Planned maintenance **budget**	$82	$82	$82	$82	$82	$82	$82	$82	$82	$82
Specific maintenance items **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Maintenance	$164	$164	$164	$164	$164	$164	$164	$164	$164	$164
Capital										
Planned renewal **budget (includes secured and yet to be secured external contributions totalling $5,737,000)**	$294	$4006	$0	$0	$160	$2429	$128	$2576	$70	$1240
Planned upgrade/new **budget (cell 10)**	$250	$322	$0	$0	$0	$0	$0	$0	$0	$0
Non-growth contributed asset value	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital	$544	$4328	$0	$0	$160	$2428	$128	$2576	$70	$1240
Asset Disposals										
Est Cost to dispose of assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Carrying value (DRC) of disposed assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Disposal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL	$758	$4562	$214	$234	$374	$2663	$264	$2810	$284	$1474

APPENDIX B

Coastal Walkway Plan

CITY OF MARION

A Coast Park for all South Australians to enjoy





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EXECUTIVE SUMMARY

Coast Park is a State Government initiative to develop a 70 km linear park along the Adelaide metropolitan coastline from Sellicks Beach to North Haven.

The City of Marion Coastal Walkway is a highly valued and well used community asset which attracts visitors into the region and contributes to the liveability of the City.

The City of Marion coastline includes topographical and geological features that limit opportunities to develop a shared use path for the full length of the coast and is recognised by the State Government.

This City of Marion Coastal Walkway Plan provides an overview of the status of the delivery of the Coastal Walkway and a forward plan for Cell renewal, possible realignment and cost analysis.

For the purpose of this plan the Coastal Walkway has been separated into a twelve Cell stage approach.

The Coastal Walkway Plan will be reviewed every 5 years.

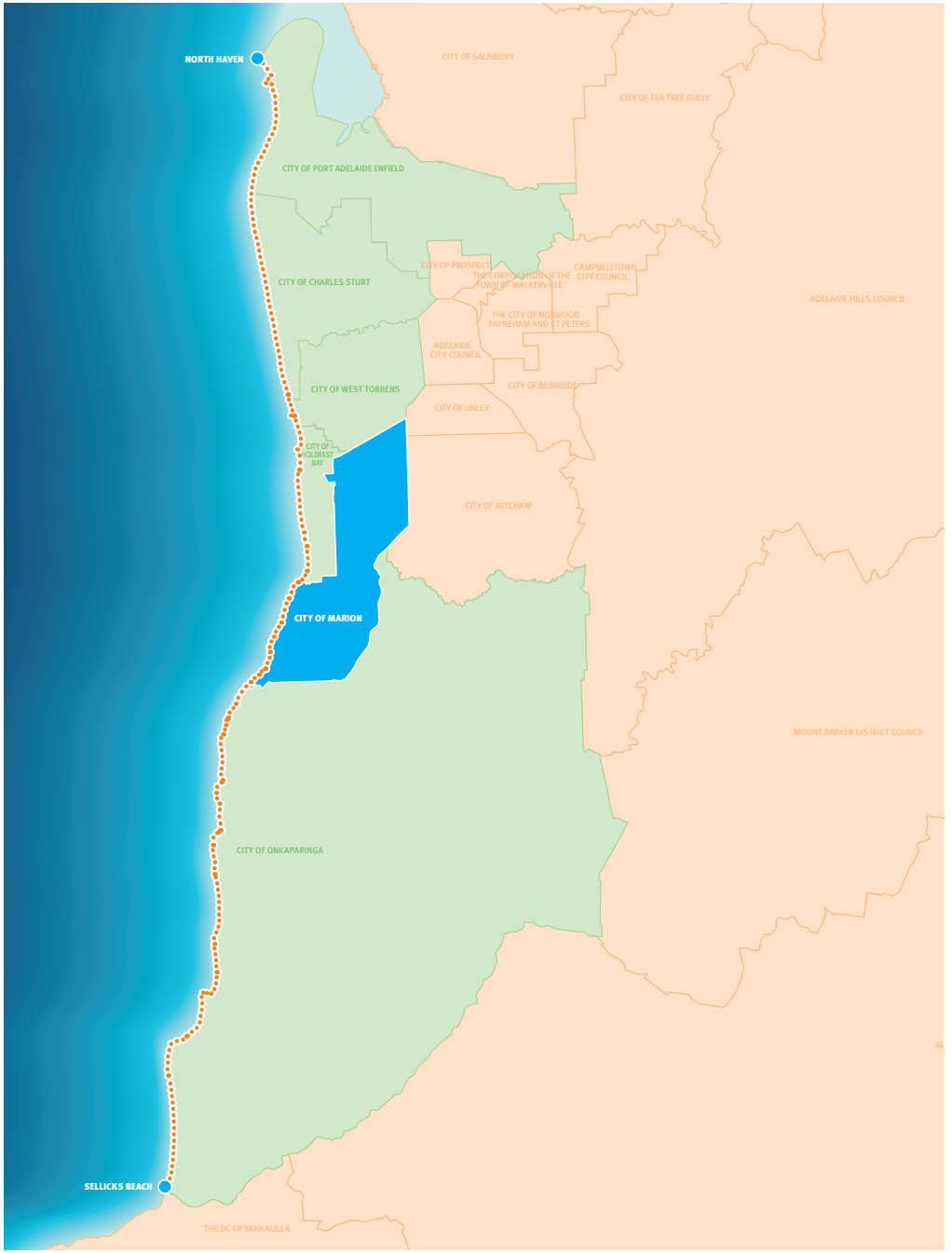
BACKGROUND

The Coastal Walkway from Marino to Hallett Cove commenced construction in the mid to late 1990's. The walkway today is a highly valued and well used community asset which attracts visitors into the region and contributes to the liveability of the City.

The broader Adelaide Metropolitan Coast Park Plan extends along Adelaide's coastline from Sellicks Beach to North Haven, with the City of Marion Coastal Walkway providing a 7.2km section between Marino and Hallett Cove.

In addition to the stunning geological formations, native coastal vegetation and sites of indigenous cultural significances, the City of Marion Coastal Walkway contains structures (stairways secured to cliff faces, boardwalks and bridges), pathways at ground level, lookouts and other surrounding public infrastructure such as bins, signs, artwork and benches.

The walkway was initially constructed with limited planning considerations to justify alignment and documented designs.



ALIGNMENT

State Government:

The City of Marion's Coastal Walkway Plan is Council's approach to the delivery of the State Government's Adelaide Metropolitan Coast Park Concept Plan (2001).

Coast Park forms part of the state government's open space strategic direction and supports the 30 Year Plan for Greater Adelaide targets of Getting Active (Target 3) and Walkable Neighbourhoods (Target 4).

Coast Park aligns with the following 20 Year Plan's Policy themes:

- **Health, well-being and inclusion:**
  Create greenways in transit corridors, along major watercourses, linear parks, the coast and other strategic locations to provide walking and cycling linkages.
- **Open space, sport and recreation:**
  Provide for a Greater Adelaide open space framework that builds on the Metropolitan Open Space System (MOSS) to create quality open space across the region. The open space will feature urban forest and parks, watercourse and coastal linear parks, trails, greenways, shared use paths and green buffers, and sustainable recreation and sporting facilities.

City of Marion:

The City of Marion's lead strategic document 'City of Marion Strategic Plan' identifies key objectives that are supported by the continued improvement of the Coast Park (Coastal Walkway).

The City of Marion Coastal Walkway Plan is prepared under the direction of four organisational themes of our Community Vision:

- **Liveable:**
  Enhancement of community living, assists in creating vibrant community facilities and open spaces.
- **Valuing Nature:**
  Promotes biodiversity (plants and animals on public or private land, coastal area and marine development), and improves opportunities for people to play in open spaces and interact with nature.
- **Engaged:**
  Encourages the community to be engaged and empowered to influence the improvement of their own neighbourhood.
- **Connected:**
  Enhanced ability for social interaction, improves movement across the city, enhances walking path connections across the city.



STRUCTURAL ASSESSMENTS & INVESTIGATIONS

The City of Marion Coast Park contains a walking trail consisting of sections of elevated timber walkways and areas of gravel path.

Twelve elevated timber walkway structures along the walkway were rated as high risk, due to the lack of information on the adequacy of the footings. It was recommended that intrusive investigations involving earthworks, geotechnical inspections and structural assessments be undertaken to determine the condition of repair and / or replacement options.

Approximately 560 footings were inspected across the twelve large timber structures. Due to the age of the asset, a management plan to manage these structures for the next 10 years has been developed.



COMMUNITY CONSULTATION

A proactive communications approach has been undertaken to inform the community and broader stakeholders of any decisions of Council and will continue to keep the community and key stakeholders up to date with future developments.

The emphasis has been on informing the community of safety precautions, diversions, structural assessments, plus current and historical information surrounding:

- Vegetation
- Fencing
- Hooded Plovers
- Signage
- Dogs
- Shoreline accessibility
- Dunes
- Bridge Connections
- Proposed Locations / Preferred Alignments
- Native Flora & Fauna
- Risk & Injury
- Tourism
- Recreation & Health Benefits
- Cultural Significance



Coastal Walkway Update

Erosion under structural pillar

Walkway bridge structure on cliff face.

First walkway sections set to re-open

Two sections of the Coastal Walkway are set to be re-opened as Marion Council continues to assess and repair the 20-year-old structure.

Bridge structure traversing gully erosion

Marino Rocks Boat Ramp and Marine Parade, Marino – a combined 140 metres of walkway – are scheduled to re-open in October after being temporarily closed for repairs since June.

A 2.5km section of the 8km walkway has been temporarily closed since June as a safety precaution following an engineering audit.

Diversions are in place, so where possible, people can continue to enjoy the trail and coastal views.

For your safety, do not use any part of the walkway that is marked as being closed until further notice.

Hallett Cove Conservation Park remains open.

What's Council doing to fix it?

Council has engaged structural engineers who are progressively inspecting 560 footings and the wooden structures across 12 sites between Marino Esplanade and Peera Street, Hallett Cove.

Investigations have involved earthworks, geotechnical inspections and an assesment of each structure to determine its condition before repairs are made.

Council considered an update on engineering investigations on 24 September.

The update outlined:

- All sites surveyed and that the GPS location of each footing has been recorded
- Investigations into the condition of footings at five sites along the trail
- Progress of slope stability assessments
- Overall structural assessment to determine if sections can be reopened, repaired, or possibly replaced will be considered

The investigations concluded the coastal cliffs are a fragile environment for the walkway.

Stormwater runoff combined with erosion and climate change have had an extreme impact on the structures' footings.

A detailed report will be brought to Council in November, including the cost of future repair work and when the sections are likely to be re-opened.

CITY OF MARION

How to stay informed

Look out for information updates on the City of Marion website, Facebook page, and in the Coast City Weekly.

Call Customer Service on 8375 6600

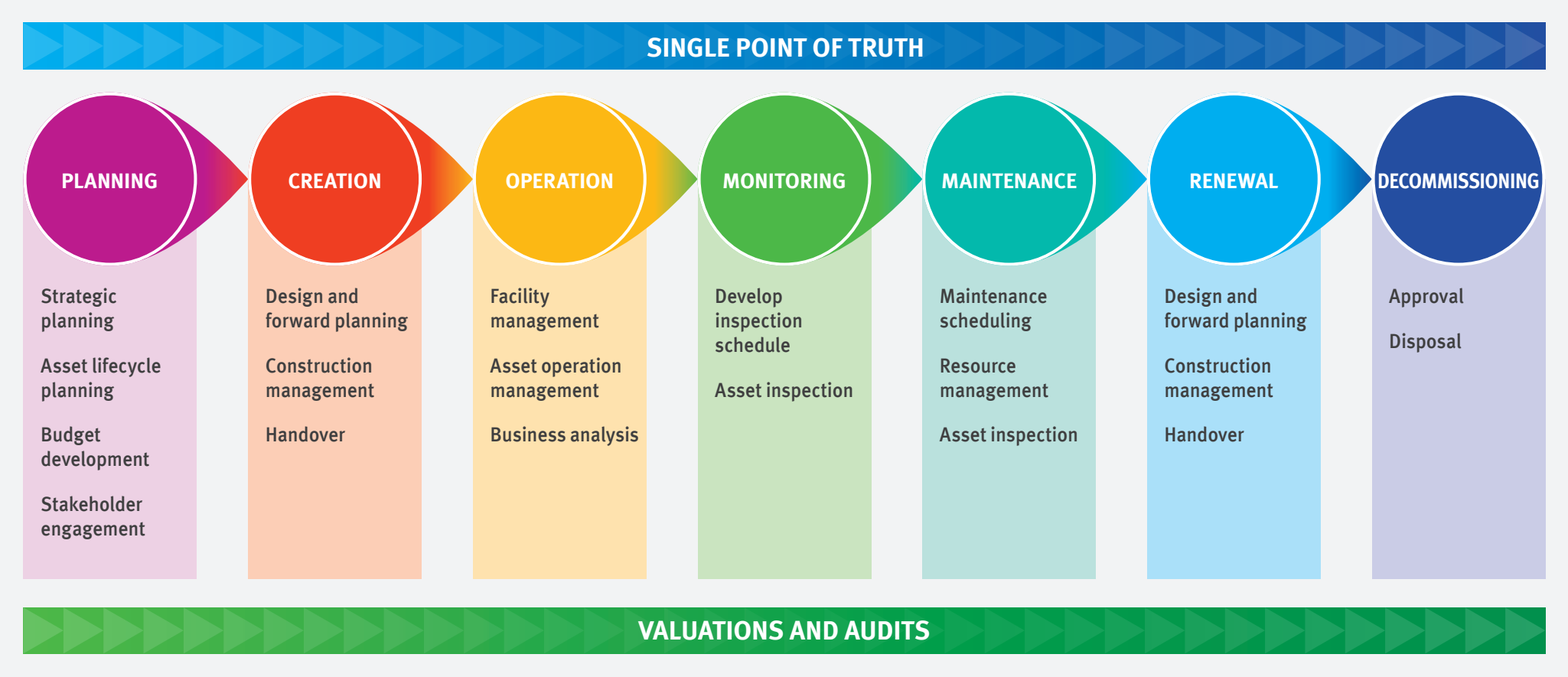
View the webpage www.marion.sa.gov.au/coastal-walkway

Follow us on facebook City of Marion

Email us coastalwalkwayupdate@marion.sa.gov.au

COASTAL WALKWAY ASSET MANAGEMENT LIFECYCLE

The Asset Management Lifecycle describes how the asset is 'looked after', both on a day-to-day basis (operational, monitoring and maintenance) and in the medium-to-longterm (planning, creation, renewal and disposal).



Renewal of an asset occurs when the asset has reached the end of its useful life and can no longer provide its intended service to the community. Renewal replaces the asset with another that maintains the existing services to the community.



FORWARD PROGRAMMING & PRIORITIES / PLANNING



COSTING ANALYSIS

The following information provides programming, Cell priorities and costing for the renewal of the City of Marion Coastal Walkway.

Cost Estimate

Cost estimates have been based on the replacement of existing infrastructure at existing locations with new and improved materials.

Location Summary

Location				Timeframe	Total Cost	Est. Total Cost Stage 1 & Stage 2
1	STAGE 1	CELL 6	Kurnabinna Gully	2020–2021 to 2023–2024	$1,820,293.15	
		CELL 10	Field River		$572,081.85	
2	STAGE 2	CELL 5	Grey Road Gully		$2,488,833.00	
						$4,881,208.00
Location				**Timeframe**	**Total Cost**	**Est. Total Cost Remaining Stages**
3	STAGE 3	CELL 3	Cove Road Lookout	2024–2025 to 2034–2035	$2,589,063.00	
4	STAGE 4	CELL 4	Westcliff		$2,186,925.00	
5	STAGE 5	CELL 1	The Holdfast Link		$1,288,360.00	
6	STAGE 6	CELL 7	Fryer Street		$261,609.50	
7	STAGE 7	CELL 2	Marino Rocks		$1,339,793.00	
8	STAGE 8	CELL 11	Hallett Headland		$913,967.00	
9	STAGE 9	CELL 12	The Onkaparinga Link		$174,737.00	
10	STAGE 10	CELL 9	Heron Way		$875,237.00	
						$9,629,691.50
					ESTIMATED TOTAL COST	**$14,510,899.50**

*All costing incorporates CPI increases.

***Specifically Excluded Items within Project Renewal Cost Scope:**

- Realignment of walkways and bridges, i.e. replacement as per current configuration
- Removal and replacement of any dune silt fences required for access to structure and pathways
- Stormwater infrastructure replacement
- Surrounding areas soil erosion remediation or revegetation
- DDA compliance requirements

Notes on Costing:

- Higher contingency allowed in estimate for projects that are yet to commence planning

Notes:

- Timing is indicative and subject to many variables including funding, land access and design complexity
- Cost estimates are high level and will change as designs progress and certainty increase

COASTAL WALKWAY CELL ANALYSIS



COASTAL WALKWAY CELL LOCATION



Aerial photo courtesy of Aerometrex

NORTH

Key

Transport
- R Railway Station
- K Bike cage
- P Parking

Utilities/food
- T Toilet
- Q BBQ
- W Drinking fountain
- F Café

Landmarks
- B Beach access
- M Marino mosaics
- V Viewing platform
- A Access to trail
- C Contemplation artwork
- S Commemorative space

- Walk 1: The Art Walk
- Walk 2: The Murto Gully Walk
- Walk 3: The Kurnabinna Walk
- Walk 4: The Geology Circuit
- Walk 5: The Headland Walk
- Walk 6: The Marion Coast Park Walk
- Coast to Vines Rail Trail (shared use trail)
- Railway line

CELL 1 | THE HOLDFAST LINK | 0.65KM



Scope

Shared use trail 0.65km in length that commences on the City of Holdfast & City of Marion council boundaries at the end of Burnham Rd, Marino.

Adjacent the 'Contemplation' artwork the trail consists of a paved footpath before turning to gravel and concludes at the Marino Rocks Ramp within the carpark.

Cost Solution

$1,288,360.00

Includes: viewing platforms, walkways, pathways, retaining walls and barriers
*Cost estimated - to be confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Shared use paved and gravel surfaced trail with timber viewing platform and timber ramp leading to Marino Rocks carpark.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment. High probability that Aboriginal cultural activity would have existed due to Tjilbruke Spring located at Kingston Park Coastal Reserve in the City of Holdfast further north.
- **Biodiversity:** Some remnant coastal vegetation present linking with private property boundaries.

Programming and Planning Considerations

- **Access Node Connectivity:** The shared use trail has linkages at both the northern and southern ends and a shared use gravel path linking Shaftesbury Tce
- **Natural Element Remediation:** Some areas of moderate erosion along trail and adjacent viewing platform.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control.
- **Kaurna Heritage:** No registered Kaurna Heritage sites
- **Access Considerations:** Access is good at either end of the Cell for vehicles and machinery.

Recommendation (high / medium / low priority)

Medium Priority

Current Asset Management Lifecycle Status



CELL 2 | MARINO ROCKS | 0.5KM



Scope

Shared use trail 0.5km in length adjacent Marine Parade.

Cost Solution

$1,339,793.00

Includes: walkways, pathways and barriers
*Cost estimated - to be confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Paved footpath with one flexipaved timber trail structure north of Murto Road.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Some remnant coastal vegetation present on cliff face side of shared use trail.

Programming and Planning Considerations

- **Access Node Connectivity:** Due to this trail being alongside Marine Parade, access can be made via Emma Street, Allen Street, Murto Road and at either end of the Cell.
- **Natural Element Remediation:** Some areas of moderate erosion linked to SA Water concrete platform structure off of Marine Parade.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** Access is good throughout this Cell for vehicles and machinery.

Recommendation (high / medium / low priority)

Low Priority

Current Asset Management Lifecycle Status



CELL 3 | COVE ROAD LOOKOUT | 0.95KM



Scope

0.95km of shared use trail dependant on renewal considerations.

Cost Solution

$2,589,063.00

Includes: bridges, walkways, ramps, decommissioning beach access, stairs, landings, barriers and pathways.
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Combination of natural rocky ground surface, timber structured staircases and bridges and newly replaced Fibre Reinforced Polymer steps / platforms. Beach access from CWT004 timber structure is to be decommissioned.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Significant coastal heath vegetation to be protected and conserved.

Programming and Planning Considerations

- **Access Node Connectivity:** Access can be made from Murto Road and links occur from both Cove Road carpark and Westcliff Reserve in the southern portion of the Cell.
- **Natural Element Remediation:** Severe erosion occurring within Murto Road gully due to stormwater outlet. Minor repairs of steps utilising FRP due to water erosion. Further works needed.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** Access is not possible throughout this cell for vehicles and heavy machinery.

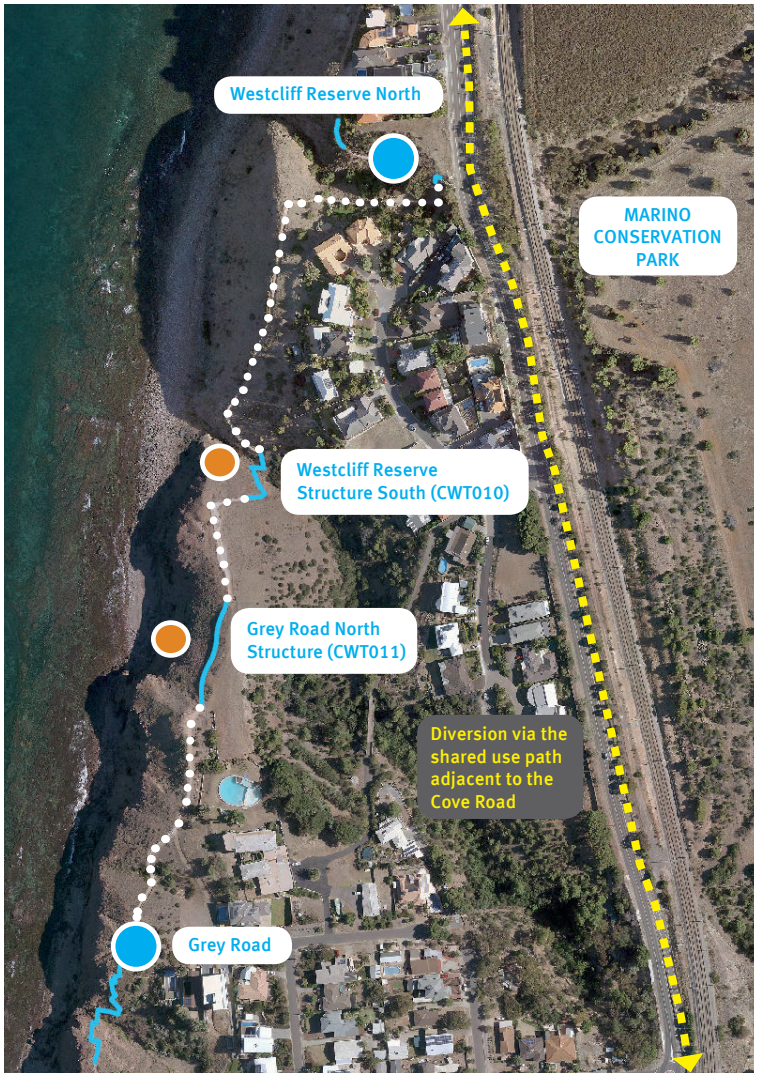
Recommendation (high / medium / low priority)

High Priority

Current Asset Management Lifecycle Status



CELL 4 | WESTCLIFF | 0.63KM



Scope

0.63km of shared use trail incorporating superb coastal view lookout opportunities

Cost Solution

$2,186,925.00

Includes: stairs, landings, pathways and barriers.
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Combination of natural rocky ground surface, timber structures and steps with some replaced Fibre Reinforced Polymer trail platforms.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Some native vegetation needing to be considered throughout coastal cliff zone & within gully alignment.

Programming and Planning Considerations

- **Access Node Connectivity:** Access can only be made from Westcliff Reserve north off of Cove Road, Hallett Cove
- **Natural Element Remediation:** Some surface erosion present throughout gully adjacent CWT010.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** Access is not possible throughout this cell for vehicles and heavy machinery.

Recommendation (high / medium / low priority)

Medium Priority

Current Asset Management Lifecycle Status



CELL 5 | GREY ROAD GULLY | 0.25KM



Scope

0.25km of shared use trail dependant on renewal considerations and realignment

Cost Solution

$2,488,833.00

Includes: walkways, stairs, landings, pathways and barriers.
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Combination of natural ground surface with large timber structure bridge network across Grey Road gully and timber steps.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Some native vegetation needing to be considered throughout coastal cliff zone & within gully alignment.

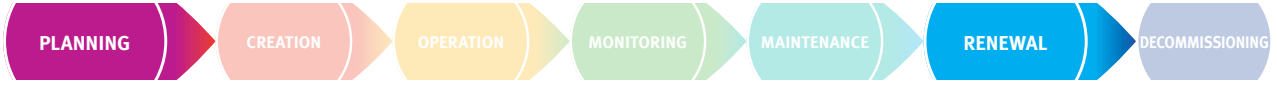
Programming and Planning Considerations

- **Access Node Connectivity:** Access can only be achieved from the south via Nungamoora Street Laneway. Proposed trail realignment needing investigation.
- **Natural Element Remediation:** Major erosion concerns within Grey Road gully due to stormwater pipeline outlets and hard surface runoff. Major topsoil erosion issues. Loss of vegetative cover.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites
- **Access Considerations:** Access is not possible throughout this cell for vehicles and heavy machinery.

Recommendation (high / medium / low priority)

High Priority

Current Asset Management Lifecycle Status



CELL 6 | KURNABINNA GULLY | 0.45KM



Scope

0.45km of shared use trail dependant on renewal considerations and realignment

Cost Solution

$1,820,293.15

Includes: walkways, stairs, landings, decommissioning beach access, ratianing walks, information boards, pathways and barriers.
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Combination of natural ground surface with large timber structure bridge network across Kurnabinna Road gully
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Some native vegetation needing to be considered throughout coastal cliff zone & within gully alignment.

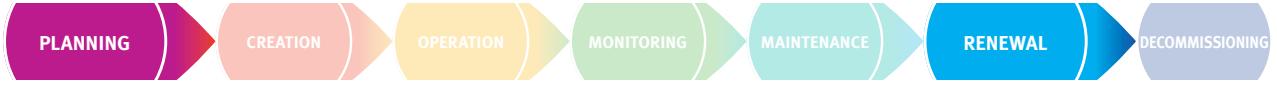
Programming and Planning Considerations

- **Access Node Connectivity:** Access can only be achieved from The Esplanade from the south and Nungamorra Street in the north with some informal trails linking through Kurnabinna Road gully. Proposed trail realignment needing investigation.
- **Natural Element Remediation:** Major erosion concerns within Kurnabinna Road gully due to stormwater pipeline outlets, hard surface runoff and residential development adjacent gully edge. Major topsoil erosion issues. Loss of vegetative cover.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell. Fuel management is currently being considered and managed throughout the gully and adjacent private property boundaries.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** Access is not possible throughout this cell for vehicles and heavy machinery.

Recommendation (high / medium / low priority)

High Priority

Current Asset Management Lifecycle Status



CELL 7 | FRYER STREET | 0.5KM



Scope

0.5km of shared use trail

Cost Solution

$261,609.50

Includes: pathways, stairs and barriers
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Primarily natural ground surface and some minor timber steps with paved footpath segment adjacent The Esplanade, Hallett Cove.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment. Significant Aboriginal Cultural Heritage has been recorded in the adjacent Hallett Cove Conservation Park (DEW) - Cell # 8.
- **Biodiversity:** Some native vegetation needing to be considered throughout coastal cliff zone & within gully alignment.

Programming and Planning Considerations

- **Access Node Connectivity:** Access can be achieved from The Esplanade, via Fryer Street Reserve, Clifftop Crescent and from the Hallett Cove Conservation Park (DEW) - Cell # 8.
- **Natural Element Remediation:** Major erosion concerns within Kurnabinna Road gully due to stormwater pipeline outlets, hard surface runoff and residential development adjacent gully edge. Major topsoil erosion issues. Loss of vegetative cover.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** Access is good throughout this Cell via The Esplanade, Fryer Street Reserve and Clifftop Crescent.

Recommendation (high / medium / low priority)

Medium Priority

Current Asset Management Lifecycle Status



CELL 8 | HALLETT COVE CONSERVATION PARK (DEW) | 1.48KM



Scope

1.48km of shared use trail

Cost Solution

Not Council owned Land

Description

- **Existing Infrastructure:** Structured timber boardwalk throughout shared use trail incorporating sealed trail
- **Aboriginal Cultural Heritage:** Significant Aboriginal Cultural Heritage
- **Biodiversity:** Significant, protected, remnant native vegetation

Programming and Planning Considerations

- **Access Node Connectivity:** Access can be achieved Clifftop Crescent (Cell # 7), South Ave and Heron Way (Cell # 9)
- **Natural Element Remediation:** N/A
- **Biodiversity Management:** Refer to Department for Environment and Water website
- **Kaurna Heritage:** Significant Kaurna Heritage
- **Access Considerations:** N/A

Recommendation (high / medium / low priority)

Not Council owned Land

Note: The Hallett Cove Conservation Park is owned and maintained by Department for Environment and Water (DEW). Council will continue to communicate with the State Government Department around the Coastal Walkway linkages.

Current Asset Management Lifecycle Status



CELL 9 | HERON WAY | 0.4KM



Scope

0.4km of shared use trail

Cost Solution

$875,237.00

Includes: walkways, stairs, landings, pathways, stairs and barriers
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Sealed shared use trail incorporating playspace, BBQ facilities and amenity plantings.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Some native coastal vegetation to be considered throughout this Cell segment.

Programming and Planning Considerations

- **Access Node Connectivity:** Access can be achieved north through the Hallett Cove Conservation Park and via the Boatshed Cafe, on Heron Way. An access pathway network feeds the Coastal Walkway through the playspace from the corner of Heron Way and Dutchman Drive. There are several beach access paths leading from this trail.
- **Natural Element Remediation:** Natural remediation has been primarily addressed during the Heron Way Res upgrade
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** Access is good throughout this Cell via Heron Way.

Recommendation (high / medium / low priority)

Low Priority

Current Asset Management Lifecycle Status



CELL 10 | FIELD RIVER | 0.85KM



Scope

0.85km of varied trail system

Cost Solution

$572,081.85

Includes: stairs, landings, pathways, stairs, furniture and barriers.
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Informal trail features including gravel adjacent Heron Way to structured timber steps leading onto beach access. Some formalised paved footpath segments from River Parade to Cormorant Drive exist. Beach trail includes traversing rocks infront of dune system.
- Aboriginal Cultural Heritage: Aboriginal cultural heritage report completed. Registered Aboriginal sites exist.
- **Biodiversity:** Some native coastal and riparian vegetation to be considered throughout this Cell segment. Hooded Plover nesting site exists during certain periods of the year.

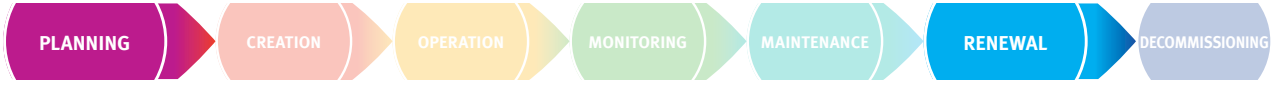
Programming and Planning Considerations

- **Access Node Connectivity:** Access can be achieved from Cormorant Drive, Osprey Court, River Parade and from the northern entrance on Heron Way.
- **Natural Element Remediation:** Remnant sand dune on the Field River Mouth needs protection when considering possible trail realignment. Rock revetment works to be considered at front of dune system.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** Registered Aboriginal heritage sites.
- **Access Considerations:** Limited access through the majority of this Cell. Good access to paved trail segment off of Cormorant Drive, River Parade and Osprey Court.

Recommendation (high / medium / low priority)

High Priority

Current Asset Management Lifecycle Status



CELL 11 | HALLETT HEADLAND 1.25KM



Scope

0.85km of varied trail system

Cost Solution

$913,967.00

Includes: walkways, viewing platforms, stairs, pathways and barriers
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Clifftop gravel / rubble trail with occasional interpretive timber signage platforms with shelters.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Significant remnant coastal / cliff top vegetation is present throughout this Cell. Conservation efforts are a primary objective.

Programming and Planning Considerations

- **Access Node Connectivity:** Access can be achieved from Balboa Drive, Petrel Close trail linkages and via an easement off of Albatross Walk.
- **Natural Element Remediation:** Natural erosional elements exist within Hallett Cove Headland Reserve.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** No machinery or vehicle access throughout this Cell segment.

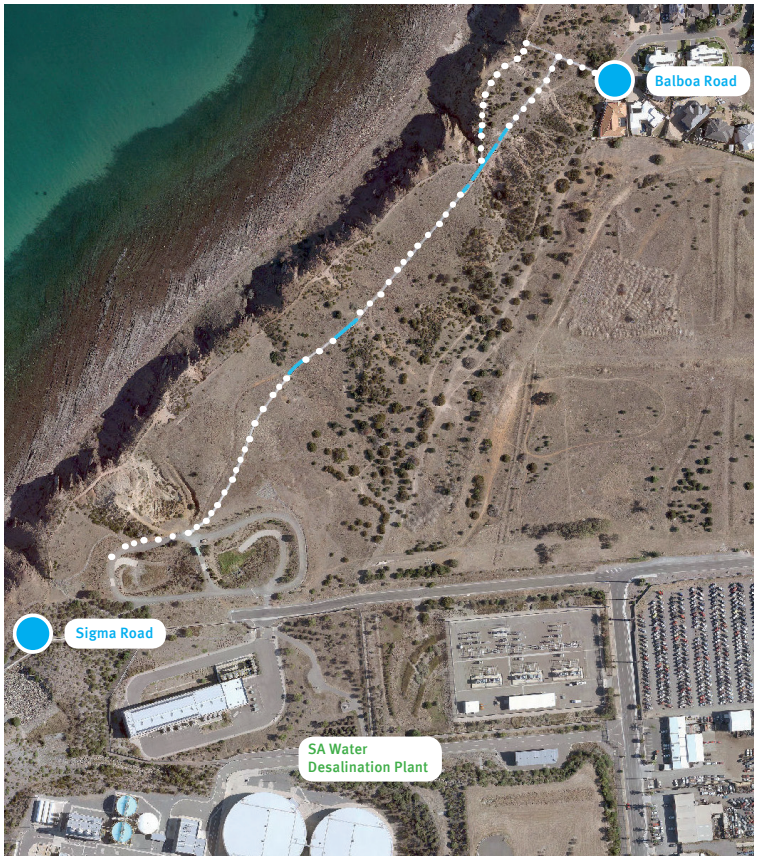
Recommendation (high / medium / low priority)

Low Priority

Current Asset Management Lifecycle Status



CELL 12 | THE ONKAPARINGA LINK | 0.65KM



Scope

0.65km of shared use trail

Cost Solution

$174,737.00

Includes: pathways and barriers
*Cost estimated - confirmed as design progresses and certainty increases.

Description

- **Existing Infrastructure:** Clifftop gravel / rubble trail with occasional interpretive timber signage platforms with shelters. Some Fibre Reinforced Polymer (FRP) elements have been implemented during maintenance phases.
- **Aboriginal Cultural Heritage:** Unknown Aboriginal cultural heritage throughout this Cell segment.
- **Biodiversity:** Significant remnant coastal / cliff top vegetation is present throughout this Cell. Conservation efforts are a primary objective.

Programming and Planning Considerations

- **Access Node Connectivity:** Access can only be achieved from Sigma Road and via a trail linkage off of Balboa Drive.
- **Natural Element Remediation:** Natural erosional elements exist within Hallett Cove Headland Reserve.
- **Biodiversity Management:** Continued programmed management in place to conserve native flora species & to perform weed control of this protected flora within this Cell.
- **Kaurna Heritage:** No registered Kaurna Heritage sites.
- **Access Considerations:** No access occurs through the majority of this Cell for machinery or vehicles.

Recommendation (high / medium / low priority)

Low Priority

Current Asset Management Lifecycle Status



DESIGN / STANDARDS AND GUIDELINES

***TO BE DEVELOPED through the Asset Management Plan**

These documents will guide the standards, materials and furniture to be used throughout the Coastal Walkway. Standards and materials will be a guide only and may vary. Final selection of material palettes will be determined by Cell characteristic.

The Asset Management Plan will detail information about the asset including the provision of an agreed level of service.

The Asset Management Plan (to be reviewed by November 2020) will define the services to be provided, how the services will be provided and funds that are required for service.

This Coastal Walkway Plan will feed into the development of the revised Asset Management Plan.



CITY OF MARION

Coastal Walkway Plan

CONNECT WITH US ONLINE

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Front Cover Artwork
Title: Coastal Walkway

DRAFT Artworks, Culture and Heritage Asset Management Plan 2020 - 2030

CITY OF MARION



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DATA SOURCES

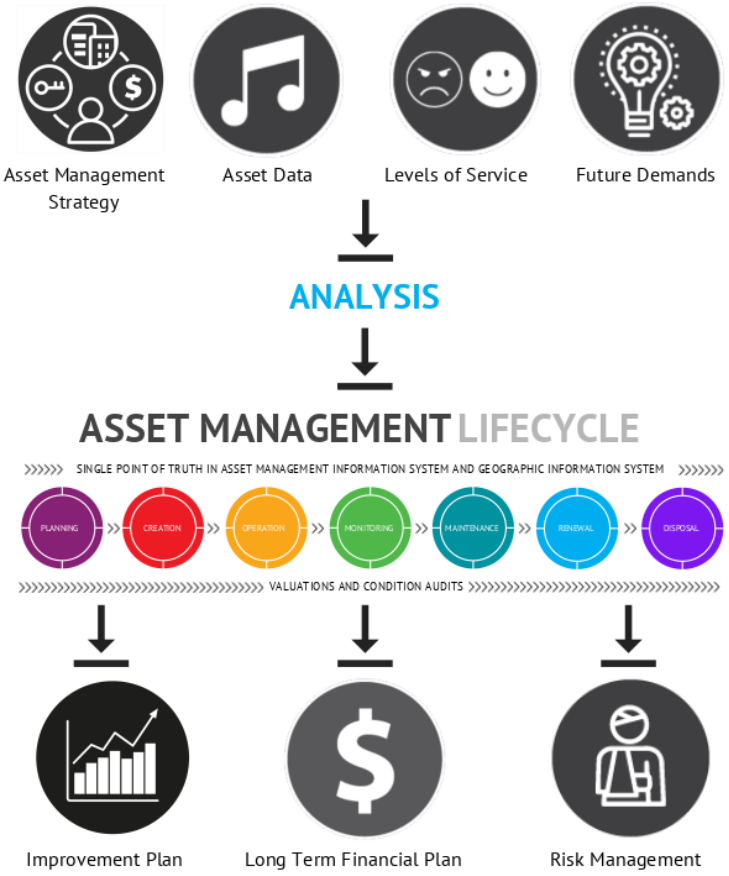
JLL Council Valuation Data 2018
CoM Draft Public Art Guidelines 2020-2028

REFERENCES

IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.

IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.

IPWEA, 2015, 3rd edn. 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM



1 - INTRODUCTION

What is this plan about?

The City of Marion is custodian of a portfolio of artworks and items of cultural and heritage significance to the Marion community.

This comprises the following categories of items:

- Fixed public art
- Visual, sculptural and multimedia artworks (portable)
- Cultural items relating to the role of Mayor
- Cultural items owned by Council for the use of Community Organisations (e.g. Band Instruments)
- Cultural and heritage items of significance to the community donated for archiving and research (Marion Heritage Research Collection)



Hallett Cove One Million Years, Cove Civic Centre
Artists: Stephen Whittington, Margit Bruenner, Sebastian Tomczak, 2015
Photo: City of Marion



e.v.a., Morphettville Park Sports and Community Centre
Artist: Michael Kutschbach, 2020
Photo: S. Noonan

What is asset management?

Asset management is about how assets are “looked after”, both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation, renewal and disposal).

What will we do?

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

This plan has been aligned with Council’s Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to make fleet assets more environmentally sustainable and resilient to climate change.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently.

Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

ARTWORKS CULTURE AND HERITAGE ASSET MANAGEMENT PLAN — EXECUTIVE SUMMARY

Assets covered by this plan



Public Art	- Gross replacement cost	$1.23M
Portable Art Collection	- Fair value	$0.16M
Mayoral Robes	- Gross replacement cost	$0.05M
Band Instruments	- Gross replacement cost	$0.09M

Uncertain asset data

The Marion Heritage Research Centre collection is not included within this Plan

What it will cost over the 10-year planning period



Planning and Creation	$0.38M
Operation and Maintenance	$0.13M
Renewal	$0.00M
Total	$0.47M

Levels of Service



- Provide a safe public realm and open space network for enjoyment by members of the public
- Provide quality artwork
- Contributes to a sense of place, sensitive to the on-going cultural significance and stories of the land.
- Regular upkeep of artworks in accordance with specific guidelines established in consultation with the works' originators

Funding levels are sufficient to continue to provide existing services at current levels in the medium term

Risk Management



Risk Assessment and Risk Register

Funding levels are sufficient to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring



- Community Expectations
- Demand for quality open space and public realm
- Assuming care and control of Public Art incorporated in State Government-initiated infrastructure

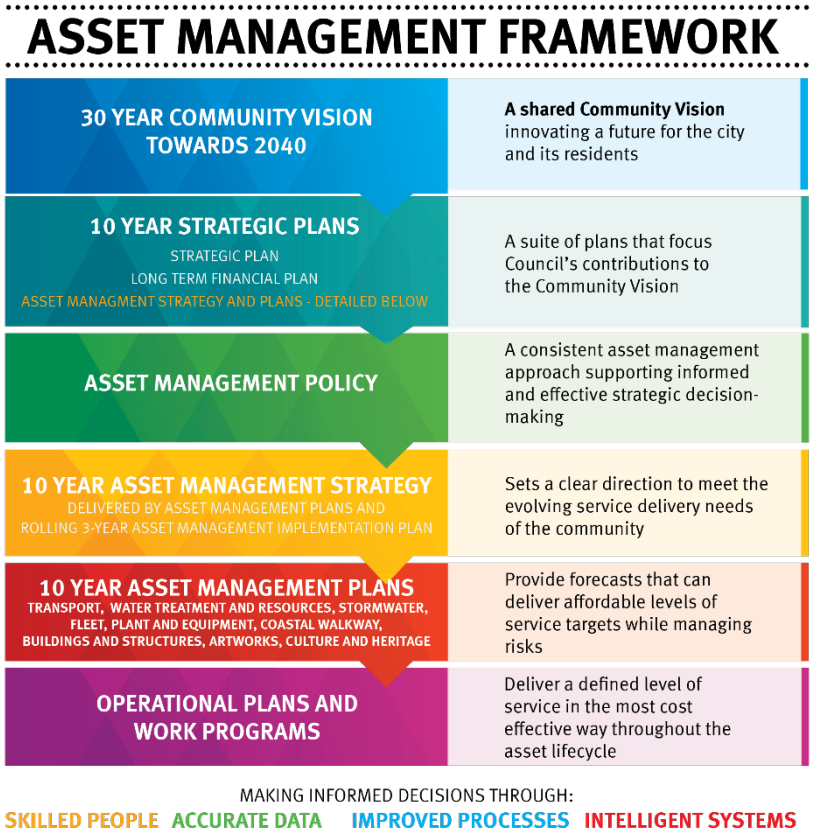
Improvement Plan



- Endorse Public Art Guidelines
- Regularly revalue Public Art assets as they are acquired
- Consider including the Marion Heritage Research Centre Collection
- Improve documentation of procedures for ongoing management of Artworks, Culture and Heritage assets

3 - WHY WE NEED A PLAN

"Good asset management is critical for a high performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes" Brendon Lyons, Unit Manager Asset Solutions



The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

To improve our residents' quality of life; continuously, smartly and efficiently

The City of Marion Asset Management vision is:

To maintain our assets to agreed levels of service which maximise community value throughout an asset's life

Supported by four Strategic Objectives:

1. **MAXIMISE COMMUNITY VALUE**
2. **DELIVER AGREED LEVELS OF SERVICE**
3. **INFORMED DECISION MAKING**
4. **OPTIMALLY MANAGED**

This Asset Management Plan reflects and responds to change It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council.

This group of assets although not core to the delivery of Council services, contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.

The City of Marion Community Vision 2040 describes a shared vision of a city that is liveable, valuing nature, engaged, innovative, prosperous and connected. Public art contributes to this vision and can make a city memorable, stimulating and engaging, thus attracting visitors and locals alike.

Public art contributes to a sense of place and it is often an indicator of a thriving cultural environment. Art in public places can be chanced upon by accident, enriches our everyday experience, and can be accessed free as a shared experience in public places.

The City of Marion acknowledges that it is situated on the traditional land of the Kaurna people. As such it acknowledges that public space already carries long-held stories and meaning. When developing public art, Council is sensitive to the on-going cultural significance and stories of the land.

The Artworks, Culture and Heritage assets in their current form are listed as follows:

Service Provided	Asset Category	Location	Quantity
Public Art	Individual works	Open space and public realm	137
Art collection (portable)	Individual works	245 Sturt Road and other core Council facilities	273
Band Instruments	Individual Instruments	Marion City Band	172
Mayoral robes	Set of Mayoral robes	245 Sturt Road	1
Gifted items	Marion Heritage Research Centre Collection	Marion Heritage Research Centre 245 Sturt Road	Not included

Improvements to the ongoing management of these assets are included in the Improvement Plan.

Detailed documentation of these assets is recorded on a collection of lists namely:

- Spreadsheet record of public artworks,
- Database record for the art collection (artworks housed in the council buildings),
- Spreadsheet record list the ceremonial artefacts (Mayoral regalia)
- Spreadsheet list of musical instruments that are purchased for the Marion City Band that Council owns and insures
- Catalogue record of the Marion Heritage Research Centre

These lists have been used to create a repository of Asset Register data on Artworks, Culture and Heritage which is held in the ‘Single Point of Truth dataset awaiting transition to a new asset management data system.

Public Art

Public art may be:

- Permanent and long lasting (usually a minimum of 15 years) using durable material
- Temporary, remaining for a fixed and specified time. Some of these art works are considered as assets, depending on their durability, for the purpose of this Plan.
- Ephemeral, in place for a very brief span or using non-durable materials, performative arts, projections or sound. These art works are not considered as assets for the purpose of this Plan.

Public art can be stand alone and iconic or integrated into the public realm, architectural projects (both inside and outside), streetscapes, walking and cycling trails, playgrounds and reserves. It can also be:

- Site specific - designed specifically for and responsive to, a particular site in regard to scale, material, form, and concept
- Commemorative - acknowledging a specific event or person important to the local community, tell the history of place or connection to country
- Functional - art or design elements integrated into the built or natural environment with a practical purpose such as seating, lighting, furniture, bollards, signage, rubbish bins, landscaping elements, etc. Inside buildings, these elements could include building foyers or reception desks, window treatments, door handles, flooring, signage, lighting, furniture, or façade treatments

The majority of the Public Art Portfolio is installed on Council land however from time to time Council assumes the care and control of Public Art developed by public authorities and installed in other public infrastructure such as major roads and rail infrastructure by agreement with the originating public authority. Current examples include the Darlington Interchange public art (still in construction), Marion Railway station artwork and mural at Ascot Park Railway Station.

Public Art is also commissioned by Council as part of infrastructure projects on land owned by public authorities for which Council assumes maintenance and control under agreement. Current examples include Mike Turtur Bikeway works: Chain figures, Badges on Poles and Which Way, and Tram top 6 Poetry signage project.

Art Collection

The Council Art Collection comprises purchases and donations of art that are recognised as having lasting value to the City and reflecting the diversity of the community past and present.

The Marion City Band has a five-year agreement with Council (July 2018 to end June 2023), with an annual subsidy of $35,209 (increased by CPI annually as per agreement). The subsidy is to be used for the day-to-day administration of the Band and also represents Council's contribution to the periodic maintenance and replacement of instruments and uniforms.

The Art Collection is held in Council's operating premises and stored items kept in secure storage. The management of the collection would benefit from establishment of Collection Guidelines.

Band Instruments

The Marion City Band Constitution acknowledges that the City of Marion retains ownership of the musical instruments purchased by the Band and therefore the City of Marion will continue to maintain insurance cover for the instruments.

The Band instruments of the Marion City Band are owned by the City of Marion. These are on long term loan to the Band. Changes to the instrument collection are considered on advice from the Band leadership. Improvements to the ongoing management of this collection are included in the Improvement Plan.

Gifted items

The Marion Heritage Research Collection is accommodated within the Marion Heritage Research Centre at 245 Sturt Road, Sturt.
The collection contains over 8,000 catalogued items, including:

- Books relating to heritage both current to out-of-print,
- Historical data sets
- A full set of the South Australian births, deaths and marriage registrations.
- Archived photographs
- Archived paper records
- Historic maps, plans and ephemera
- A few Special Collections, including the Phelps Collection and the Old Council Equipment Collection.

Donations and acquisitions are subject to a Collection Policy. The digitisation of the collection is ongoing. The collection is not subject to valuation unless specific items are deemed to have particular market value.

Although most of the Marion Heritage Research Centre collection items may not have great commercial value, they are of significant importance to the Marion community for their historic and cultural value as evidence and as a rich resource for current and future researchers of Marion's history.

Improvements to the documentation of ongoing management of this collection are included in the Improvement Plan.

Condition Data

Condition Data of Public Art works is recorded as follows

- Structural condition recorded by Technical Officer – Asset Systems.
- General condition jointly recorded by Field Supervisor Civil Services, Field Supervisor Open Space and the Public Art and Placemaking Officer.
- Risks to Public Safety or the Physical Integrity of Artworks are recorded and acted upon through the Customer Events system.

Valuation Data

Public Art was valued in 2018 by Jones Lang LaSalle (JLL). Gross Replacement Cost of Public Art is $1.23M and a Fair Value of $1.07M with annual depreciation value of $29,945. Public art useful lives vary between 15 to 80 years with most items with a replacement value of $10,000 or more having a useful life of at least 40 years.

The portable art collection has a Fair Value of $160,095. Note: Only six individual assets are above the materiality threshold of $3,000 Fair Value.

Mayoral robes are insured to a value of $48,900

Band Instruments have a Gross Replacement Cost of $334,220 and a Fair Value of $89,317 with annual depreciation of $10,965.

Data Quality

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

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

Data confidence is assessed for asset data used in the preparation of this plan at Level C – uncertain.

5 - LEVELS OF SERVICE

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community.

The proposed Level of Service expected of the Public Art Portfolio is articulated in the draft Public Art Guidelines and associated process maps. These Guidelines include:

- Benefits and Values of Public Art
- Strategic Alignments
- Types of Public Art
- Siting of Public Art
- Development and Commissioning Process
- Themes
- Life Cycle procedures
- Maintenance and Repair of Damaged Artwork
- Removal
- Relocation

	Community Level of Service	Achieved By
Safety	Provide a safe public realm and open space network for enjoyment by members of the public.	Artwork risk assessed to ensure it is safe for community use.
Quality	Provide quality artwork.	Assets are managed and maintained to best practice industry standards.
Function	Contributes to a sense of place. Sensitive to the on-going cultural significance and stories of the land.	Maintaining and referring to the draft Public Art Guidelines.
Capacity	Access to Public Art is a feature of the public realm across the City.	Incorporating Public Art in Open Spaces, Community Facilities and Sports and Recreation facilities across the City and encouraging it to be incorporated in other public infrastructure servicing the City as outlined in the Public Art Guidelines.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment.	Regular monitoring Environmental factors are considered when commissioning new works.

Artwork, culture and heritage assets support Council to deliver services to the community. Council uses a range of activities to engage with the community and stakeholders on these services.

Technical Levels of Service

This determines the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates how community levels of service are supported by the assets covered under this Asset Management Plan.

Technical Level of Service	Achieved By
Planning in line with intention of enriching the public realm experience for current and future generations.	A planned and sustainable process of adding to the collections of public art, visual and multimedia art, and culturally significant artefacts as opportunities arise.
Creation of the asset subject strict accessioning procedure maximising the community value and the sustainability of the permanent collections.	Public Art Assets created in keeping with the draft Public Art Guidelines. Art Collection – received through donation or acquisition, collection rotated. Preparation of Collection guidelines recommended Heritage Collection- subject to Collection Policy Band Instruments determined by the needs of the Band(s) and condition of instrument collection.
Operation of an asset in the manner it was designed to be used for.	Regular upkeep of public artworks in accordance with specific guidelines established in consultation with the works' originators Art collection held in secured premises, or secure storage Heritage Collection: Subject to Collection Policy Band Instruments utilised only by registered members of the Marion City Bands
Monitoring condition.	Level 1 Inspection –Regular (period depending on the vulnerability of particular assets) Band instruments as reported by Band committee.
Maintenance of assets in line with originator's requirements.	Scheduled maintenance of public artworks in accordance with specific guideline, processes and procedures established in consultation with the works' originators and immediate attention when. risks to structural or artefact integrity become evident. Art Collection: held in secure locations, repairs by appropriately qualified practitioners if damaged Heritage Collection: Subject to Collection Policy Band Instruments maintained by Band committee.
Renewal in accordance with optimum replacement timing principles based on whole of life costs.	Consideration of renewal where repair, damage or deterioration is impractical, along with other alternatives as per the Public Art Guidelines.
Disposal /Removal A work of art may need to be removed from public display for a range of reasons including if restoration is impractical, changes to surroundings impact the work or relevance to the community changes.	Public Art: Removal/ disposal procedures outlined in the draft Public Art Guidelines. Art Collection: rare but in future to be subject to Collection Guidelines Heritage Collection: Subject to Collection Policy noting that digitisation may allow for ongoing record to be maintained. Band Instruments utilised for their life. Used for teaching or sold and funds utilised for purchase of replacement instruments.

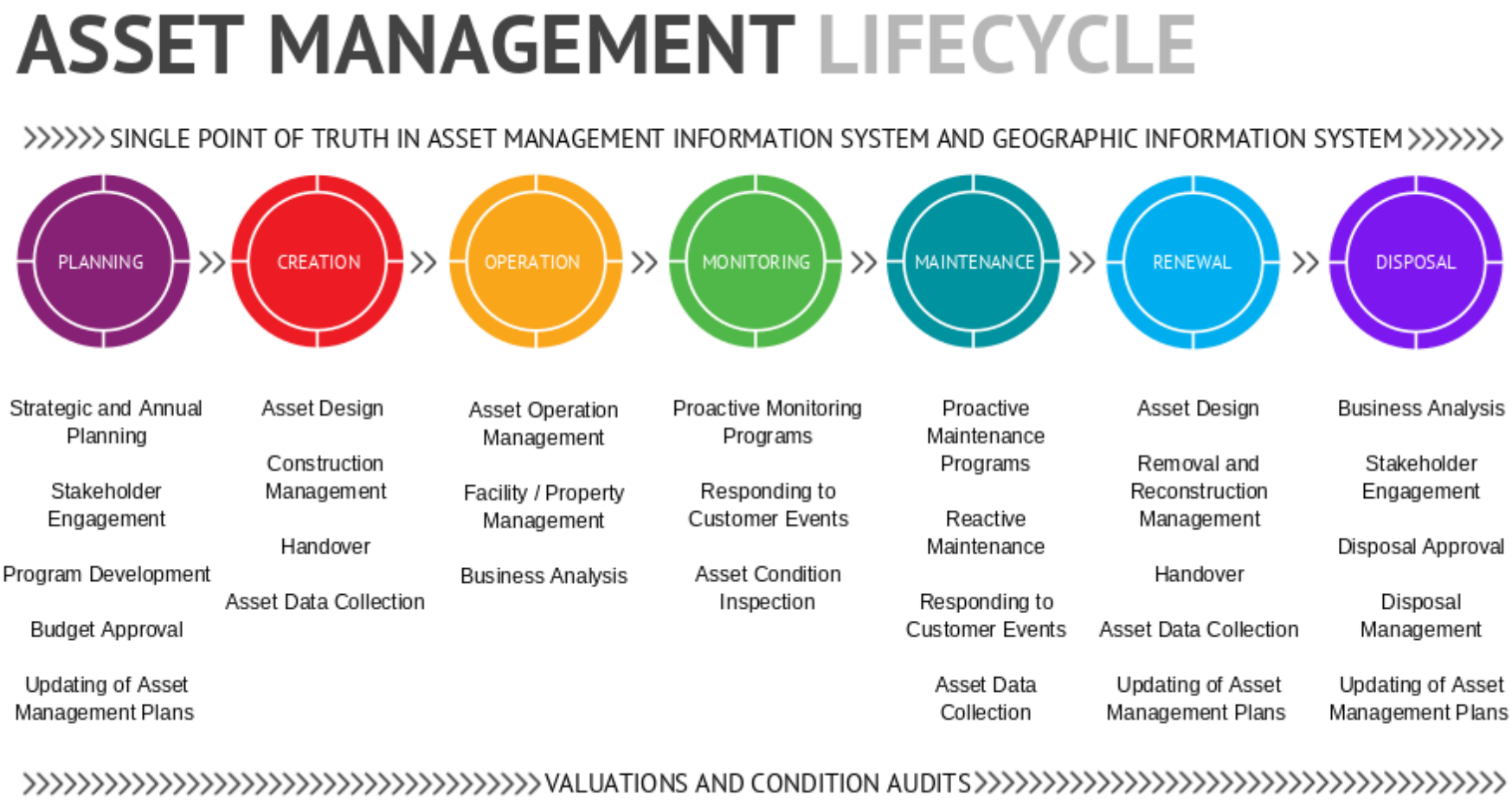
Legislative Requirements

Council considers the following legislative framework in the management of Artwork, Culture and Heritage assets.

Legislation	Requirement
Aboriginal Heritage Act 1988	Provides for the protection and preservation of Aboriginal heritage and includes legislation governing the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Development Act 1993	Sets development and building approval and requirements to control stormwater from developments
Disability Discrimination Act 1992, Disability Inclusion Act 2018 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability
Environmental Protection Act 1993	Provides guidelines for protection of the environment; establishes the Environment Protection Authority and defines its functions and powers, amongst other purposes
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long-Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long-Term Financial Plan
Native Vegetation Act 1991	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; it controls the clearance of native vegetation amongst other powers
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

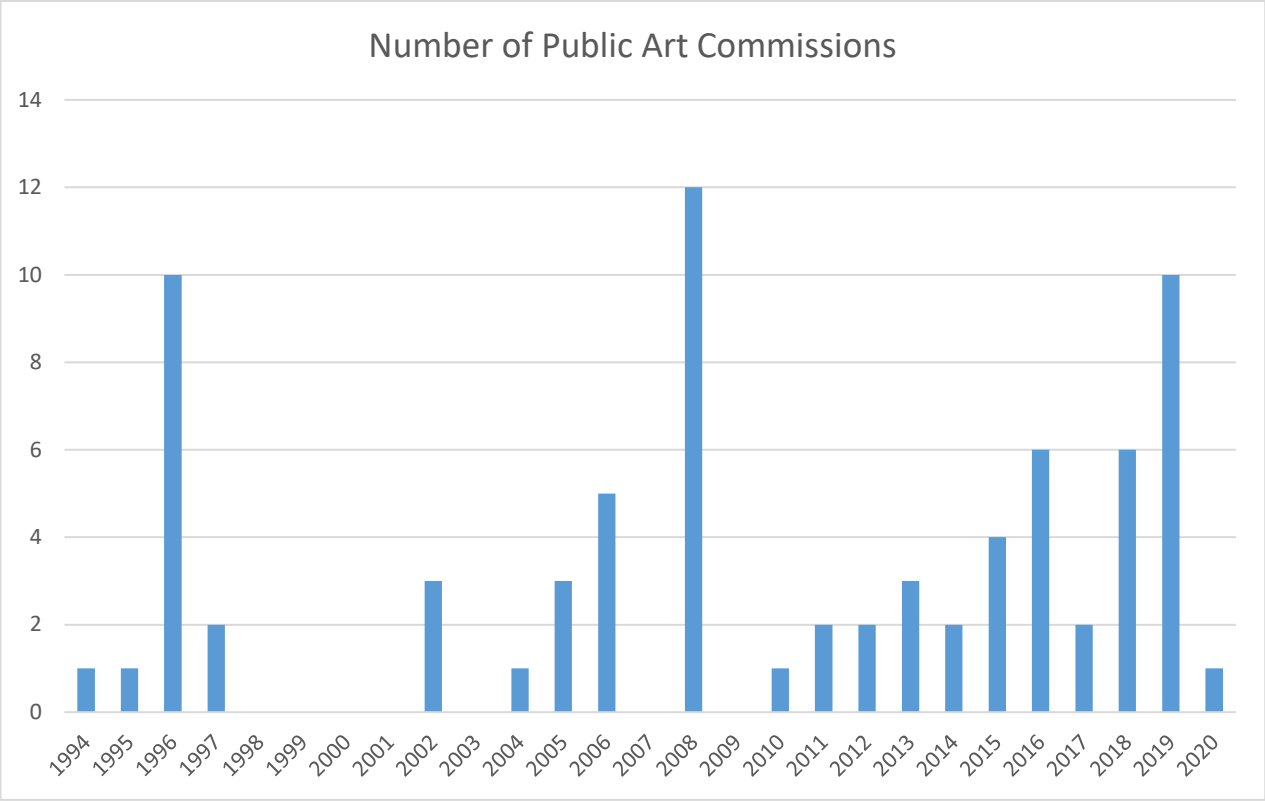
In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).



ASSET PLANNING AND CREATION

Public artwork is generally developed as part of a new development, streetscape, reserve etc. Artwork is also developed in partnership with third parties such as DPTI road or DPTI rail. There will be times that the artwork is also developed to express community issues, identity etc. or as part of a community art project and could range from permanent to temporary or ephemeral. Some public murals are undertaken by the Art of Respect program.

The graph below shows the pattern of Public Art commissions in Marion over the last 25 years:





Little Marion Skipping, Marion
Artist: Gerry McMahon, 2008
Photo: Sam Oster

Council is currently working on public artworks for Oaklands Connections, Mitchell Park Sports and Community Centre redevelopment (one work integral to the fabric of the building and one as a community arts project for inclusion in the building), Flinders Link culvert, Darlington Upgrade Redevelopment (with DPTI). Public art has also been included in the plans for some upcoming reserves.

In addition, Council have endorsed a three-year program to promote the use of stobie poles and utility boxes as a setting for community art within improved streetscapes. A budget of $15,000 per annum has been allocated to this initiative. A one-off budget of $40,000 has been approved by Council for the 2020/ 2021 financial year to develop public art along the Sturt River Linear Park.

Council collaborates with the Department of Premier and Cabinet (DPC), Public Art and Design program which supports the commissioning of high-quality new works of art and design for public places by practising professional South Australian artists.

This program offers supplementary funding in three categories:

- Project Seed Funding
- Commission Support Funding
- Major Commission Funding (one per year for the State).

Council has an ongoing budget of $25,000 p.a. which supports the Public Art planning and creation process. This includes identifying opportunities for the incorporation of public art in capital projects and preparing appropriate documentation in support of external funding bids. Where appropriate Public Art included in the budgets of capital projects.

In addition to Public Art, Council allocates an annual budget of $4,000 for the acquisition of items for the portable art collection. Acquisitions are made when items of particular significance to the City become available.

Asset Planning and Creation Forward Program (external resourcing only)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Public Art	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000
Stobie Pole Utility Box Community Art Initiative	$15,000	$15,000	$15,000	$0	$0	$0	$0	$0	$0	$0
Sturt River Linear Park Artworks	$40,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Art Collection Acquisitions	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
Total	**$84,000**	**$44,000**	**$44,000**	**$29,000**	**$29,000**	**$29,000**	**$29,000**	**$29,000**	**$29,000**	**$29,000**

Future Demands

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has minimal impact on our artwork, culture and heritage assets; however, we will continue to consider climate change impacts within standard asset replacement processes.

The public realm in Marion serves a resident population estimated as at June 2019 of 93,000. It is also accessible to the wider Greater Adelaide population and visitors. The population distribution is currently split at 0-14 years 16.2%, 15-34 years 27.7%, 35 – 64 years 38.8% and 65 years and over 17.3%and is reflecting the general ageing trend in the wider community and is increasing at a rate of 1.23% per annum which is slightly above the rate of increase for Greater Adelaide.

Art in public places is commissioned for a number of reasons. The benefits to the growing and increasingly diverse Marion community are broad and wide reaching and address many of the themes in the Council Community Vision through:

- Helping to create a more attractive urban environment which reflects local character, community pride, ownership, sense of place and community identity.
- Being commemorative, interpretive, educative, celebratory, illustrative, functional, decorative, conceptual, experimental, innovative, entertaining, playful, or surprising creating and interpreting a range of meaning in the urban environment.
- Complementing natural settings in our public spaces.
- Encouraging opportunities for community involvement and participation through creative and practical skills development.
- Increasing community expression and awareness.
- Assisting the community to express and interpret issues facing them through the research, communication and expression of artists.
- Increasing an appreciation of art more broadly through equitable accessibility.
- Complementing the work of urban design professionals such as architects, landscape architects and urban designers.
- Creating vibrant destinations attracting tourists and visitors to places whilst attracting and retaining talent and trade to the City.
- Influencing or directing how people use or move through a space, including walking, cycling or driving vehicles.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes, Productivity Commissioner's report and possibility of council amalgamations.	Change in services or service levels.	Continue to liaise with neighbouring Councils.
Social	Changing community demographics, needs and expectations.	Change in services or service levels.	Monitoring community expectations. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Being a smart organisation that uses data to drive decision-making.	Ability to deliver services at a higher operational level achieved through use of GPS data. Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery.	Use technology in public art where it enhances community value.
Legal	Legal changes.	Complex legal and compliance requirements.	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria.
Environmental	Impacts of climate change.	Change in services or service levels.	Climate Risk Assessments will determine impact on asset useful lives.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield.	Ability to deliver services at a higher operational level.	Adopting best practice principles across all three councils to deliver best value. Continue to engage and consult with key stakeholders.
Relationships	Testing of levels of service.	Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the required level of service.

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operates, monitors and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Council has a regular schedule for public art maintenance based on recommendations from the artists. Artists are required to provide an indicative maintenance plan at the concept phase and at the Design Development stage whereby the full maintenance plan is signed off before fabrication and installation.

There is a schedule of works based on the frequency recommended by the artist. A Customer Event System request is raised to the Civil team to undertake this work or in some instances a specialist is contracted to undertake the work.

There is a public art management cost centre of $13,000 per year that covers maintenance of most works. The maintenance of other works included in more recent major projects or reserve developments are included in the maintenance budgets for those places as assets against those projects. These costs are reflected in the Open Space and Buildings and Structures Asset Management Plans.

The Public Art Operations and Maintenance budget may be subject to future cost pressures as new commissions, new community art initiatives and public art in State government infrastructure is completed.

Major repairs are an irregular and infrequent requirement for Council's Public Art collections. Any such Asset Renewal would be subject to Council endorsement following consideration of other options.No assets have been identified for major repairs in this plan.

There are no budgets for operational or maintenance expenses for any of the other asset groups in this Plan.

Asset Operations and Maintenance Forward Program (external resourcing and Civil Field Services only)

:	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Public Art	$13,000	$13,000	$13,000	$13,000	$13,000	$13,000	$13,000	$13,000	$13,000	$13,000

Condition Data of Public Art works is monitored as follows

- Structural condition recorded by Technical Officer – Asset Systems
- General condition jointly recorded by Field Supervisor Civil Services, Field Supervisor Open Space, and the Public Art and Placemaking Officer (quarterly inspections)
- Risks to Public Safety or the Physical Integrity of Artworks are recorded and acted upon through the Customer Events system

Generally internal resources are used for this activity.

ASSET RENEWAL AND DISPOSAL

Asset renewal is an irregular and infrequent requirement for Council's Public Art collection. Asset Renewal is subject to Council endorsement following consideration of other options as outlined in the Public Art Guidelines and supporting process maps. No assets have been identified for renewal in this plan.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for disposal for this plan.

A work of art may need to be removed from public display for a range of reasons including:

- if the artwork has deteriorated in its condition to a point where public safety is at risk
- the cost of restoration is more than the original cost of the work
- the cost of ongoing maintenance is prohibitive
- if the conditions of the site impact on the artwork and compromises its integrity
- the artist raises concerns regarding the condition of the work, or if changes to the site affect the artist's original intent or moral rights
- the artwork is no longer relevant to the community
- a finding that the work does not comply with the Public Art Guidelines

Impartial expert advice is sought before removing an artwork. The views of a number of stakeholders are also considered.

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from fleet assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Future external funding of commissioning of Public Art is not secured.	Scale of commissioning kept within council project resources if required.	Medium	Consider other funding and cost options.	Low
Lack of maintenance allows deterioration of Public Art works.	Consideration of ongoing maintenance needs is made at the commissioning stage. Monitor asset condition and maintain accordingly.	Medium	Increase maintenance levels and consider options to reduce vulnerability.	Low
Inappropriate maintenance activity detracts from original artistic intent and integrity of artwork.	Maintenance guidelines for specific works prepared.	Medium	Adoption and application of Draft Guidelines.	Low
Public Art commissioned inconsistently across the City of Marion.	Community Cultural Development Team involvement at budget establishment and at the initiation of potential Public Art commissioning.	Medium	Adoption and application of Draft Guidelines and process maps.	Low
Extreme weather events damage Public Art assets.	Reduce vulnerability through improved structures where appropriate.	Low	Ongoing monitoring.	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

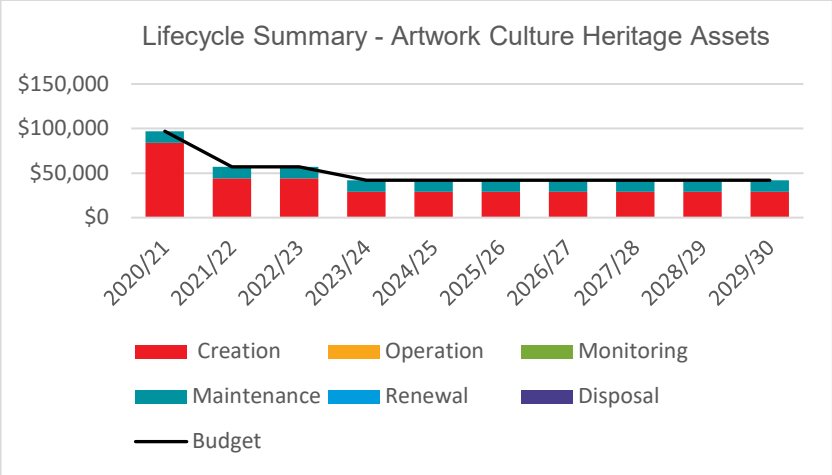
No assets within this plan have been identified as critical.

8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

The decisions made in adopting this Plan are based on the objective to achieve the optimum benefits from the available resources.
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Funding Strategy



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

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

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

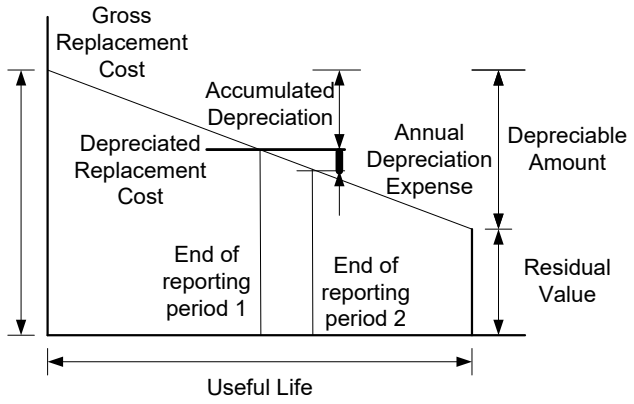
These figures will be revisited with each iteration of the Long-Term Financial Plan.

Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is **$54 K** per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years). NB The depreciation expense will increase as new public art works come into service increasing the Gross Replacement Cost.

Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10-year planning period is **$13 K** per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

Valuation Forecasts

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plans is shown below.



Gross Replacement Cost	**$2.13M**
Depreciable Amount	**$2.13M**
Depreciated Replacement Cost	**$1.16M**

Annual Average Asset Consumption **$0.041M**
Council's useful life of public art is generally at least 40 years. This may vary from 5 to 10 years for murals or 15 to 50 years for large scale artworks depending on the site and project.

Rate of Annual Asset Consumption **2%** (Depreciation/Depreciable Amount)
Rate of Annual Asset Renewal **0%** (Capital renewal expenditure/Depreciable amount)

This reflects the fact that these assets are not subject to Capital Renewal

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

Key Assumptions	Risk of Change to Assumptions
Community level of service expectations remain consistent.	Low
Climate Risk Assessments may impact asset useful lives	Low
No significant changes in legislation.	Low
The materiality threshold is $3,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The Long-Term Financial Plan will not change over the planning period.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure.	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets.	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager City Activation	Ongoing
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
3	Endorse Public Art Guidelines 2020-28	Asset Owner – Manager City Activation	October 2020
4	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Unit Manager Asset Solutions	June 2021
5	Consider the need for the Cultural Heritage Archive (Marion Heritage Research Centre Collection) to be included in the scope of this plan	Asset Owner – Manager Community Connections	June 2021
6	Ensure all Public Art commissioning is executed in accordance with draft Guidelines	Asset Owner – Manager City Activation	June 2021 then annually
7	Regularly revalue Public Art assets as they are acquired	Asset Owner – Manager City Activation	June 2021 then annually
8	Monitor Operations and Maintenance expenditure on Public Art in including through Civil Operations, Open Space Operations and Buildings and Property and ensure a consistent approach is applied as per draft Public Art Guidelines	Asset Owner – Manager City Activation	June 2021 then annually
9	Improve condition monitoring of public art through regular inspections by structural engineer (potentially engaging external consultant)	Asset Owner – Manager City Activation	June 2021 then annually
10	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
11	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually
12	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager City Activation	November 2021 then annually
13	Improve documentation of procedures for ongoing management of Artworks,Culture and Heritage assets	Asset Owner Manager _ Community Connections	December 2021
14	Complete the transition of existing asset data into the new Council Asset Management System	Asset Owner – Manager City Activation	June 2022
15	Improve documentation of procedures for ongoing management of Band Instrument collection	Asset Owner Manager- City Activation	June 2023
16	Undertake a full review of this plan in 2024 and thereafter within two years of each Council election or any review to Council's Strategic Plan	Asset Owner – Manager City Activation	November 2024

APPENDIX A: Budgeted Expenditures Accommodated in Long Term Financial Plan

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

Financial year ending		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		$000	$000	$000	$000	$000	$000	$000	$000	$000	$000
Operations											
	Operations **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Management **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	AM systems **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Operations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Maintenance											
	Reactive maintenance **budget**	$6	$6	$6	$6	$6	$6	$6	$6	$6	$6
	Planned maintenance **budget**	$7	$7	$7	$7	$7	$7	$7	$7	$7	$7
	Specific maintenance items **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Maintenance	$13	$13	$13	$13	$13	$13	$13	$13	$13	$13
Capital		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Planned renewal **budget**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Planned upgrade/new **budget**	$84	$44	$44	$29	$29	$29	$29	$29	$29	$29
	Non-growth contributed asset value	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Capital	$84	$44	$44	$29	$29	$29	$29	$29	$29	$29
Asset Disposals		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Est Cost to dispose of assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Carrying value (DRC) of disposed assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Disposal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL		$97	$57	$57	$42	$42	$42	$42	$42	$42	$42

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Front Cover Artwork

Title: Dig and Delve

Year: 2018

Created by : Laura Wills and Will Cheesman

Location: Hendrie Street Reserve Inclusive Playground, Park Holme

REPORTS FOR NOTING - Nil

WORKSHOP / PRESENTATION ITEMS - Nil

OTHER BUSINESS

MEETING CLOSURE