

City of Marion Asset Management Plan 2024-2034

Artworks Culture and Heritage

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Gerry McMahon, *Little Marion Skipping*, 2008, photo by Sam Oster

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Executive summary

Purpose of the plan

The purpose of the Artworks, Culture & Heritage Asset Management Plan (AMP) is to improve Council's long-term strategic management of assets so that they meet the required levels of service. The plan defines the state of the artwork, cultural and heritage assets and considers future requirements whilst balancing performance, cost and risk. It provides the optimum lifecycle costs for the next 10 years.

The Artworks, Culture & Heritage AMP is aligned with the Council Strategic Plan and informs the Long-Term Financial Plan. Information is current as of November 2023.

State of council assets

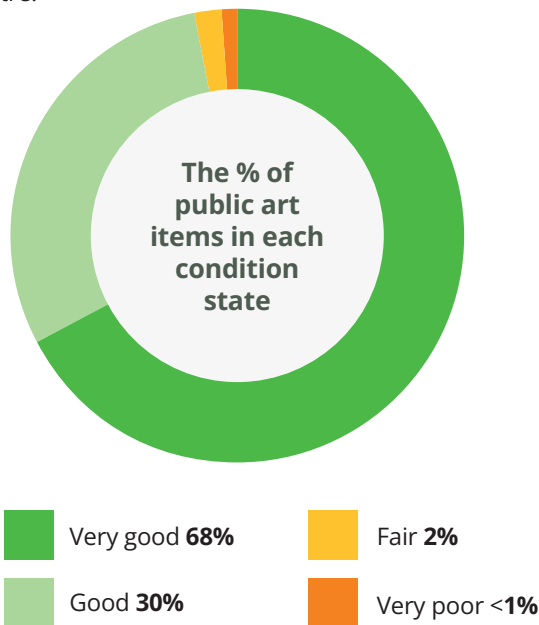
The artworks, cultural and heritage assets are classified into the following groupings:

- Public art – sculptures, murals, mosaics, metalwork, wood carvings, installation art, artistic signage, digital, audio-visual, and architectural elements.
- Art collection - paintings, drawings, prints, photos, film, wearable art, textiles, sculptures, unique objects, mixed media.
- Heritage and Archival collection - Honour Boards, Mayoral robes, photographs, records, textiles, artworks & paintings, prints, signs, books, objects, maps, trophies, certificates, recordings analogue and digital.
- Musical instruments and percussion managed by the City of Marion Band.

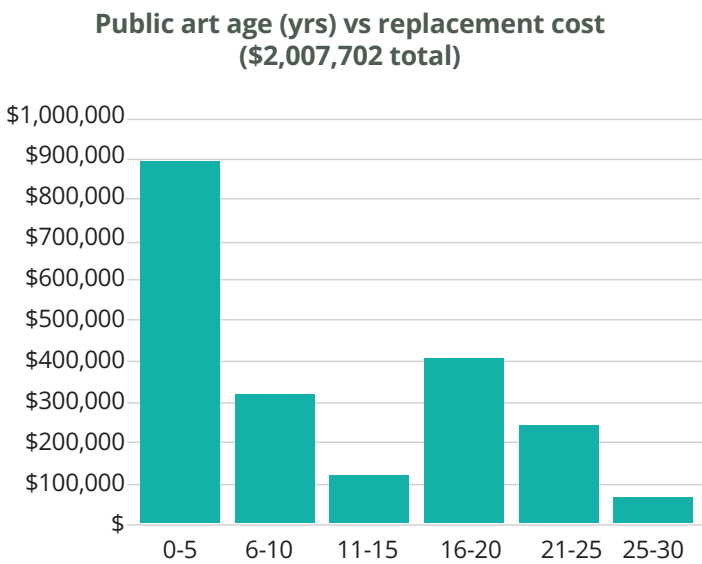
The value of council's collection is shown on the right and is to be refined through assessments carried out in 2024-2025.

Asset category	Quantity	Useful life	Replacement value
Public art	387	5-60	\$2,007,702
Art collection	260	100	\$160,095
Band instrument	150	30	\$334,220
Heritage	20,000	various	Unknown
Total			\$2,502,017

The below graph shows that the public art assets are in good to very good condition overall. The asset which is needing replacement is the audio-visual installation at the Hallett Cove Civic Centre.



The below graph shows an age bracketed plot of public art against its replacement cost. This indicates a steady increase in installations over recent years in support of Council's Liveability objectives.





Michael Kutschbach, e.v.a, 2020, photo by S. Noonan

Performance parameters of assets

This table provides an assessment of the performance of the assets (where available) against council's measures together with expected trends based on the planned budget. Budget includes renewal of the very poor condition rating of the artwork at Hallett Cove Civic Centre.

Parameter	Current performance	Expected trend based on planned budget
Condition (is the physical integrity sound?)	Most public art assets are in good condition; band instruments in fair to good condition.	Artworks and other heritage and cultural assets can be managed to remain in good overall condition.
Function (is the asset providing the intended service?)	Assets are currently performing their intended function adequately anecdotally. There is no formal measurement of this.	Assets will continue to perform their intended function over the 10-year life of this AMP.
Capacity (is the asset over or underutilised?)	The ability for the heritage archive to be of public value is limited by available space.	Expansion to the Heritage building will enable full utilisation of heritage artefacts.

Service levels

Community requirements and service activities

Community service requirement	Activities funded to sustain the service requirement
<ul style="list-style-type: none"> To celebrate diversity and heritage through artistic, cultural and community activities and vibrant destinations. To activate our city through quality streetscapes, open spaces, facilities, and placemaking initiatives to deliver vibrant and prosperous business precincts. 	<ul style="list-style-type: none"> Incorporation of public art into major projects, open spaces, Streetscape developments, placemaking projects, community facilities and sports and recreation facilities. Incorporation of digital/-technology-based artwork. Provision of archival storage at the Marion Heritage Research Centre. Adding value to resident and visitor experience through enriching public spaces. Lifecycle management of all assets to ensure they continue to perform at required service levels. Educating and informing community through informative heritage signage. Promoting art and artists as a valuable part of the community and assets of the City of Marion. Facilitating access to art heritage collections to all members of the community. Funding City of Marion band to enable upgrades to instruments.



Monica Prichard and Glen Duncan, *As Far as the Eye Can See*, 2023

Future demand

Factors expected to influence future demand and the impact this will have on the delivery of artworks, culture and heritage services are shown in detail on page 21 and have been taken into consideration in this AMP.

Climate change has minimal impact on this group of assets during the life of this plan. Refer to page 22.

Snapshot of the impact and management of demand factors

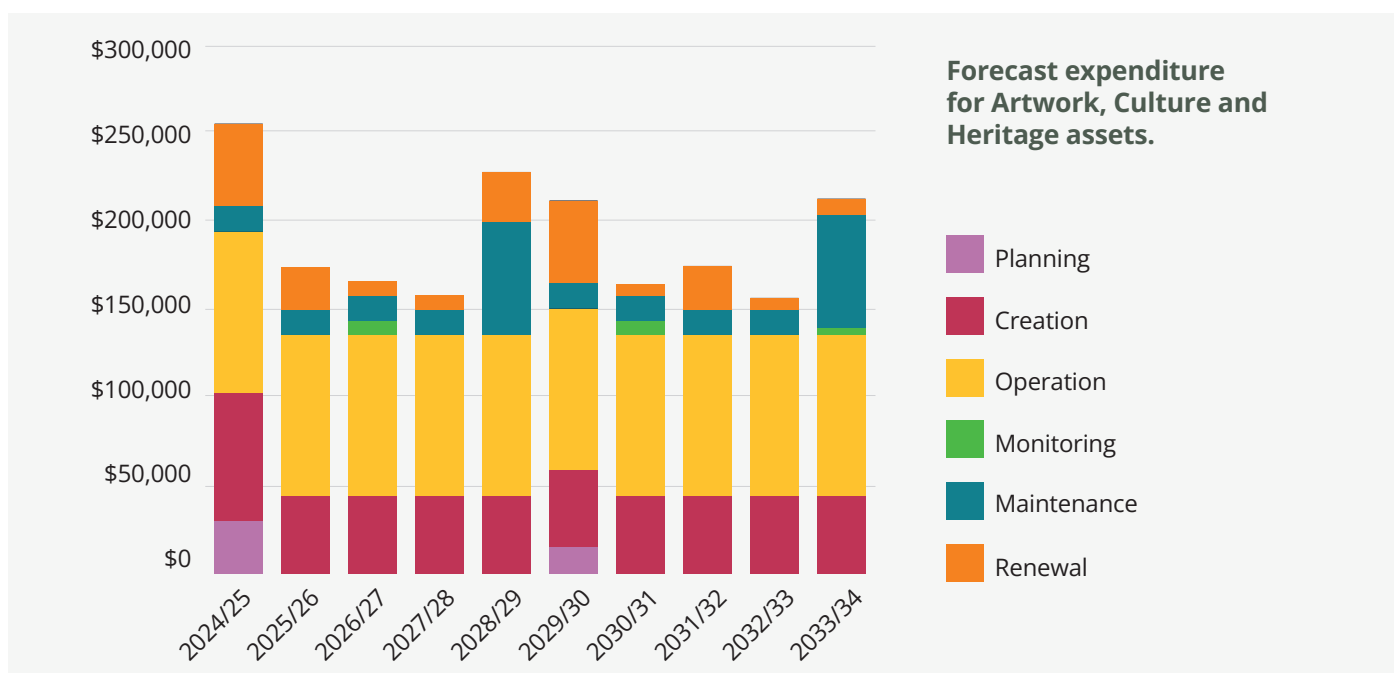
Demand impact	Demand impact management
Social/community trends – increased need for sense of place, public realm activation benefits offered by public art and cultural assets.	Creation of a Public Art Strategy for endorsement by Council to inform Art standards.
Financial value in the provision of services.	Optimise the expenditure required to deliver the service and provide justification for lifecycle management decisions.
Increase in population, visitation providing overall economic uplift.	Alignment of Public Art Strategy, Visitation Strategy and the AMP.

Lifecycle management

What it will cost

The forecast expenditure of this plan is used to inform the Long-Term Financial Plan (LTFP). Page 30 contains the detail breakdown of costs for each year. The chart below includes planning activity for a public artwork strategy in years 1 and 6 and maintenance works on the Tjilbruki Gateway - Pole saver program in years 5 and 10. Renewal works

include audio visual replacement at Hallett Cove Civic Centre in years 1 and 6. Other renewals for each year include murals that have reached end of life. Maintenance and operations is adjusted whenever new works are created.



The financial funding for the life of this plan is summarised below:

- Forecast funding required \$1,912,269.
- Average annual forecast funding required \$191,227.
- This forecast budget is used to inform the LTFP.

Managing the risk

Risks are managed in accordance with Council's Risk Management Policy:

- No high-level risks have been identified for art, heritage, and culture assets.
- Critical assets are those which have a higher consequence should they fail. They include: Tjilbruki Gateway and puru yuwanthi sculptures (significant indigenous cultural assets) and non-digitised archival and heritage collection.
- The forecast budget allows us to achieve all our service delivery objectives.

Improvement

The Improvement Plan is found on page 34. These initiatives have been included in the forecast budget and include:

- Plan for expansion to storage capacity for heritage archival collections.
- Improve our knowledge and planning for heritage signs throughout the Council precincts.
- Create a strategy which provides standards and a sustained approach to the future of public art for City of Marion.
- Collaborate with local business and look for opportunities to engage with new public art installations.



Donna Gordge, *A Place with a History and a Future*, 2022, photo by Trim Photography

Introduction

Background

The Artworks, Culture and Heritage Asset Management Plan (AMP) provides information on the state of the arts and cultural assets and their capability to meet the levels of service and demand requirements in a safe, cost effective and sustainable manner for the following 10 years.

In delivering the service, risks are identified and managed so that a balance is achieved between achieving the desired performance of the asset, against the cost of providing the service.

This AMP complies with the requirements of Section 122 of the Local Government Act 1999; and is an input for the City of Marion (CoM) Long-Term Financial Plan. Information contained in this plan is current as of November 2023.

The assets under management of this AMP include:

- Public art – sculptures, murals, mosaics, metalwork, wood carvings, installation art, artistic signage, digital, audio-visual and architectural elements.
- Art collection - paintings, drawings, prints, photos, film, wearable art, textiles, sculptures, unique objects, mixed media.
- Heritage and Archival collection (Honour Boards, Mayoral robes, photographs, records, textiles, artworks & paintings, prints, signs, books, objects, maps, trophies, certificates, recordings analogue and digital)
- Musical instruments.

Public art and cultural heritage contributes to the unique identity of the City of Marion, and reflects the development of the community, its diversity, and its history. It shapes and activates our city, acknowledges, and celebrates place, preserves local stories, informs, educates, creates conversation, questions, inspires, connects, and increases participation in the development of and engagement with public spaces.

Council holds an art collection and historical archives in order to develop a sense of identity, pride and place and to preserve and share local culture. The visitor experience is enriched through education and information sharing and we facilitate access to art for those with limited means. City of Marion recognises the valuable part emerging and established artists play who were born, live or work within the community.

The assets in this AMP have a total replacement value of \$2,502,017.

Planning documents

Documents from the CoM's Strategic Management Framework together with other asset specific strategic documents were used in the development of this AMP and are shown below.



- Planning and Design Code (Plan SA)
- Public art making it happen: a commissioning guide for local councils, produced by Arts South Australia
- The 30-Year Plan for Greater Adelaide (Plan SA)
- Code of Practice for Visual Arts, Craft and Design, National Association for the Visual Arts (NAVA)
- CoM Heritage Collections Management Guidelines
- CoM Procurement and Contract Management Policy
- CoM Public Consultation Policy
- CoM Risk Management Policy
- CoM Streetscapes Design Guidelines
- CoM Business, Growth and Engagement Plan
- IPWEA NAMS+ AMP template





Key stakeholders

- Executive Leadership Team - allocate resources to ensure the service is sustainable and ensure risks are managed while meeting the objectives of the plan.
- Project Team – provides resources to deliver the service.
- CoM Asset Solutions - provide support in AMP content and in the management of asset information systems.
- CoM Finance - allocate budgets according to forecasts and ensure alignment with the LTFP.
- Council Members - represent community needs and endorse levels of service and this AMP.
- Specialist contractors – perform maintenance of the assets and provide advice on design and preservation.
- Community - provide feedback on level of service and offer a source of funding through rates.
- State Government - provide grant funding for CoM projects for some artworks and archive collection items.

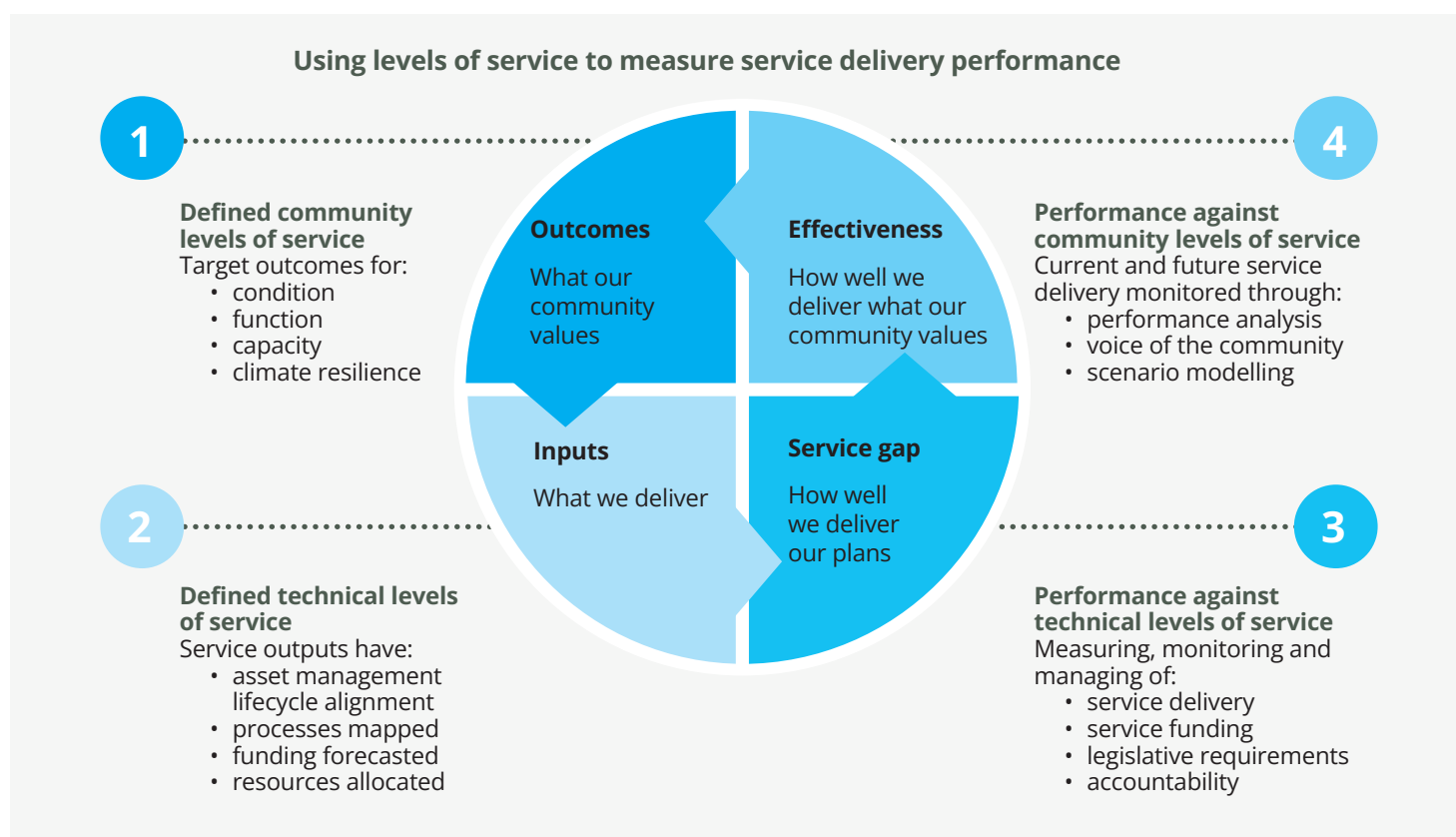
Sair Bean, artwork wrap, 2023

Levels of service

Levels of service ensure we meet community expectations by describing what we deliver. The primary reason assets exist is to deliver services.

Levels of service underpin asset management decisions. Defining and measuring levels of service is a key activity in developing Asset Management Plans. When levels of service are considered collectively, they provide clarity and assist with meeting council's strategic objectives.

Artworks, culture and heritage assets contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.



When defining levels of service, council takes into consideration:

- the external context, including legislative requirements which may impose minimum standards
- the internal context including strategic objectives, the availability of resources and financial constraints
- community expectations of the quality of service, balanced against the price they are willing and able to pay for that service.

Public artworks, Interpretive and heritage signs contribute to a sense of place creating a more attractive urban environment which reflects local character, community pride, ownership, sense of place and community identity.

The Marion Heritage Collection, is 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.

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.

Marion City Band provides asset lifecycle management of council's band instruments through a service contract. The Band provides opportunities for musical growth and development to youths and adults alike through four ensembles.



Strategic and corporate goals

Our purpose: To improve our resident's quality of life; continuously, smartly, and efficiently.

Our community vision: A community that is (L) Liveable, (VN) Valuing Nature, (E) Engaged, (P) Prosperous, (I) Innovative, and (C) Connected.

	Council strategic objective	How the objectives are addressed in the AMP
L3	We will create a series of streetscaped avenues to improve the amenity of our Neighbourhoods.	Maintaining the presence of public artwork to create attractive urban environment which reflects local character, community pride, ownership, sense of place and community identity. Heritage signage provides context and history of place, for the education and enriched experience of residents and visitors. Adds depth and interest to the residents' appreciation and enjoyment of their local areas.
L4	We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations.	Artworks, culture, and heritage installations are 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.
E1	We will increasingly use data and community responses to understand our community values and then we will deliver what they want.	Community consultation is considered in the planning, creation, and de-accessioning of public art. Community enquiries and access needs are considered in the provision of historical information and services.
I2	We will use data to provide evidence for resource allocation relating to our services.	The operation, maintenance and monitoring of artwork and archival collections is regularly reviewed to ensure correct service levels are met and resource allocation is appropriately managed.
P4	We will seek to activate our city through quality streetscapes and placemaking initiatives to deliver vibrant and prosperous business precincts.	The creation of public artwork, interpretive and heritage signage and historical displays is ensuring places and public spaces are activated.

Legislation

The Regulations which have most impact on the development on this plan are listed below. Other legislation may also apply at a more generic level and is not included in this list.



Project2Project, Oaklands Community Connections wayfinding sign, 2020

Legislation	Relevance to this AMP
Aboriginal Heritage Act (1988)	Provides for the protection and preservation of Aboriginal heritage including 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 valuation and depreciation of infrastructure assets.
Copyright Act 1968	Provides for the protection of rights of creators of creative and artistic works under Australian law.
Heritage Places Act (1993)	Sustainable use and adaptation of heritage places in a manner consistent with high standards of conservation practice.
Intellectual Property Laws Amendment Act 2015 (Australia)	Encourage innovation and protect businesses that develop original intellectual property to have a competitive advantage.
Local Government Act (1999)	Requires the preparation of an asset management plan and a long-term financial plan.
Planning, Development, and Infrastructure Act (2016)	Sets requirements for development and building approval and requirements.
Work Health and Safety Act 2012 (SA)	Provides for the health, safety, and welfare of persons at work.

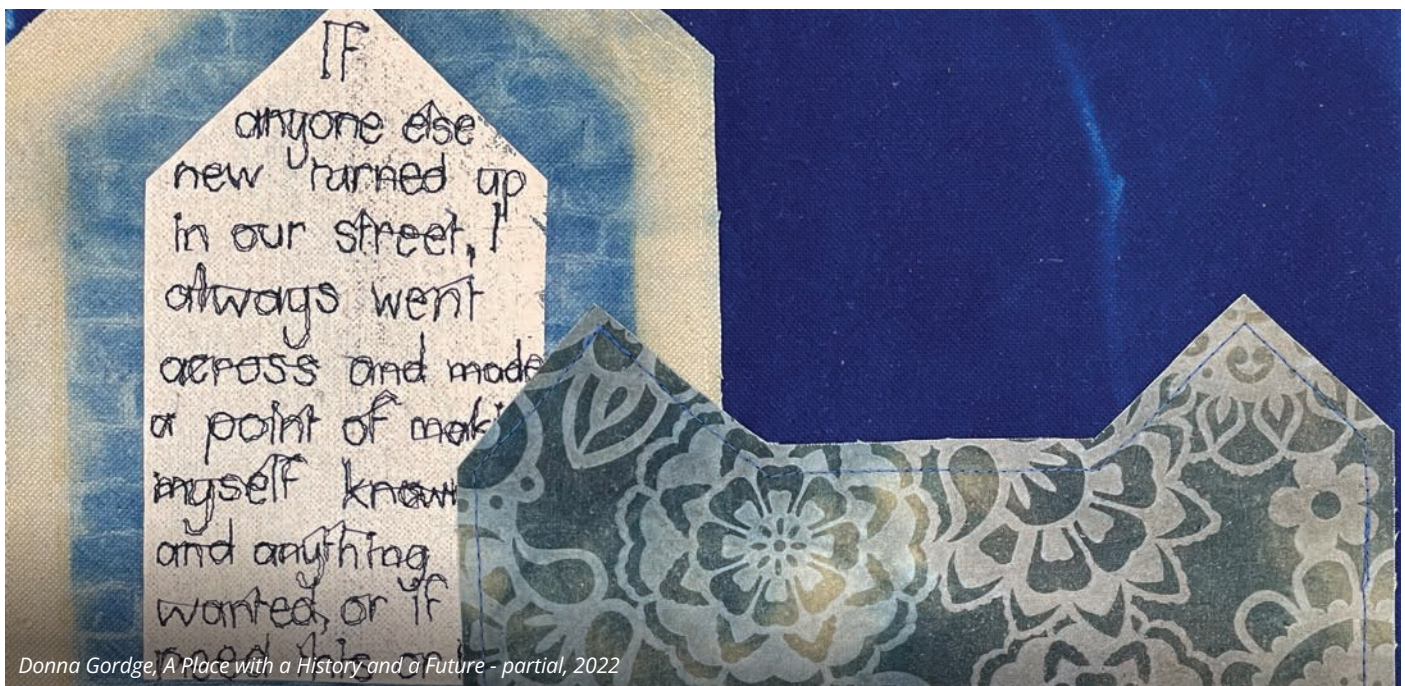
What our community values

A key objective of asset management planning is matching the levels of service council delivers with the levels of service expectations of our community. Council uses a range of activities to engage with the community and stakeholders such as social media and website, community workshops and meetings, education services and via Council members. This ensures that levels of service, funding and management practices proposed for our assets are appropriate.

A community satisfaction survey was conducted by the City of Marion in 2022. A range of channels were used to reach out to all groups in the City of Marion community, including letterbox drop, social media, email, and face-to-face approaches

to ensure a wide demographic spread of survey responses. Questions relating to age, gender, and relationship to the City of Marion and suburb were also included to confirm the views were representative of a more balanced demographic spread. The measure calculation methodology remains unchanged from previous years to ensure accurate trend measurement.

Artworks, heritage, and culture received a community importance rating of 71% and a satisfaction rating of 85%. This indicates that the assets are valued by the community and that the service level is appropriate.



Community levels of service

Community Levels of Service detail what is important to our community and how they receive and experience our services. Council adopts the following service parameters:

Condition: Does the asset provide a safe and quality service?

Function: Is the asset fit for purpose?

Capacity: Is the service over or under used?

Climate Resilience: Is the asset's design resilient against projected climate stressors?

By listening and understanding what is important to our community, we have developed Community Levels of Service. These factual measures provide a balance in comparison to the community perception (importance and satisfaction) that may be more subjective. Performance is monitored against targets, using 1-5 rating scales.

Using industry standard measures (where available) enables Council to compare our performance. A summary of these parameters is shown below.

Parameter	Community level of service	Achieved by	Predicted trend
Condition	All assets to be in good visual and structural condition.	Assets will be regularly inspected and maintained in accordance with manufacturers guidelines or as adapted for optimal practice.	Maintain
Function	Assets are designed and collected to cater for current demand, contributing to a sense of place, sensitive to the on-going cultural significance and stories of the land.	<ul style="list-style-type: none"> • Incorporating public art into major projects, open spaces, streetscape developments, community facilities and sports and recreation facilities. • Incorporating digital/technology-based artwork. • Providing appropriate assets to meet levels of service. • Following guidelines and analysing where a service is required. • Provision of the Marion Heritage Research Centre. • Developing a sense of identity, pride, and place in the City of Marion. • Preserving and sharing local culture. • Demonstrating shared culture and community values. • Adding value to resident and visitor experience through enriching public spaces. • Educating and informing. • Fostering community creativity and develop opportunities and relationships with community, emerging, mid-career and established artists who were born, live and / or work within the City of Marion. • Promoting art and artists as a valuable part of the community and assets of the City of Marion. • Facilitating access to all members of the community. • Band instruments are suitable for the application of tuition and performance and are reviewed for currency. 	Maintain
Capacity	Assets can meet current and future demand.	<ul style="list-style-type: none"> • Space for storage of archival material is at capacity at the Heritage Centre with a plan to increase capacity through funding approved capital in year 2024-2025. • Public art capacity is projected to be at a sustainable level for this AMP. • Band instruments are sufficient for training, performance, and spares. 	Increase (archival material) Maintain (other)
Climate resilience	Climate resilience is a consideration for new artwork.	Ensuring climate resilience is incorporated into outdoor artwork design.	Increase

Technical levels of service

Technical Levels of Service detail what we do to deliver our services. 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. It is important to monitor the levels of service regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and community priorities will change over time. Business Process Manuals will be developed to define the best practice industry standards and legislation requirements criteria that demonstrate efficiency and effective organisational performance. Building on industry good practice, service outputs will have asset management lifecycle alignment, processes mapped, and funding forecasted. Performance against Business Process Manuals will be monitored and reviewed to ensure delivery against technical levels of service.

Lifecycle phase



Planning

- Public Artworks - generation of concepts for new art, production of public art strategy.
- Art Collection - A planned and sustainable process of adding to the collections of public art, visual and multimedia art, and culturally significant artefacts as opportunities arise.
- Heritage Collection - Donations and digitising/ packaging by fragility and need for protection.
- Additions to the Oral History collection are prioritised to fill gaps. For field signage, the planning of sign content, location.
- Band Instruments - establishing quantity and type of instruments needed for performance and training.

Creation

- Public Artworks assets created in keeping with the Public Art Guidelines 2020-2028 and annual budget review.
- Art Collection assets are created subject to strict accessioning procedures which maximise the community value and the sustainability of the permanent collections. Funding is through annual budgets and donations.
- Heritage Collection assets created subject to Heritage Collections Management Guidelines. Archival assets are supplemented by the creation of finding aids (IDs, indexes, and lists) and Oral History digital recordings.
- Band Instruments determined by the needs of the CoM Band is the purchase of instruments to increase numbers.

Operation

- Responding to community feedback.
- Identifying under-used assets and appropriate remedies, and over-used assets and community demand management options.
- Public Artworks - Regular upkeep in accordance with specific guidelines established in consultation with the works' originators. Cleaning of artwork at 12-month frequency. Digital/technology-based and significant artworks may require a more thorough maintenance regime to maintain quality standards.
- Art Collection - held in secured premises, or secure storage. Collection is rotated. Arts Collection Operational Guidelines developed in November 2020.
- Heritage Collection operated subject to Heritage Collections Management Guidelines. Marion Heritage Research Centre opening hours: Mondays, Tuesdays, and Wednesdays, 10 am to 4 pm. Cleaning of signs as required.
- Band Instruments used by registered members of the Marion City Bands for training and performance.

Monitoring

Regular inspection of assets: Inspection frequency, resource and level of detail specified by the Asset Inspection Cycle within the Asset Inspection Procedure.

- Public Artworks condition is monitored as follows:
- Level 1 Inspection – internal resource, annual review of overall and condition survey.
- Level 2 Structural condition performed by engineer– 4 yearly.
- Risks to Public Safety or the Physical Integrity of Artworks are recorded and acted upon through the Customer Events system and Level 1 inspections by Technical Officer.

Art Collection

- Inspection on annual basis. Audit every 5 years.
- Spreadsheet of Art Collection stored on SharePoint Lists. Data collected includes title, artist, location, medium, dimensions, status, date, purchase price, notes, deaccession / disposal, and images. All newly acquired artworks are added to the spreadsheet. Arts Collection Operational Guidelines inform acquisition, maintenance, storage, and disposal.

Heritage Collection

Informal condition inspections for pests, wear and tear at Marion Heritage Research Centre and off-site heritage items: e.g., Admin Centre foyer and Glandore pianos, Edwardstown honour boards.

Band Instruments

Monitored by City of Marion Band on a regular basis to ensure the instruments can perform to the required level.

Maintenance

Unplanned maintenance:

- Public Artworks: Unplanned maintenance, response to community feedback or via an annual inspection. Assets are maintained in a functioning capacity, maintaining the integrity of the asset. All service requests are responded to within suitable timeframes.
- Art Collection - held in secure locations, repairs by appropriately qualified practitioners if damaged.
- Heritage Collection - subject to Heritage Collections Management Guidelines. Items are held in secure locations, accidental damage repairs (rare) would be assessed and undertaken by appropriately qualified practitioners.

Planned maintenance:

- Public Artworks - Scheduled maintenance in accordance with specific guidelines, processes and procedures established in consultation with the works' originators. Immediate attention when risks to structural or artefact integrity become evident.
- Heritage Collection - subject to Heritage Collections Management Guidelines. Admin Centre foyer and Glandore pianos tuned 6 monthly.
- Band Instruments maintained by Band Committee as needed.



Lorna Nickels, stobie pole art, 2021

Renewal

- Public Artworks – where economic or artistic end of life is reached artwork is renewed in accordance with the Public Art Guidelines 2020-2028 Item 7. Life Cycle of Public Art.
- Art Collection - informed through value and/or significance of the artwork in comparison to cost of repair/renewal.
- Heritage Collection - not applicable.
- Band Instruments determined by the needs of the Band and condition of instrument collection. Older instruments in poorer condition are provided to students for training purposes.

Disposal

- Public Artworks - Annual review of public art identified for disposal in accordance with procedures outlined in the Public Art Guidelines 2020-2028 Item 7.2. Life Cycle of Public Art.
- Art Collection - informed through Deaccession and Disposal clause of the Operational Guidelines.
- Heritage Collection - Subject to Heritage Collections Management Guidelines. Donations are assessed for inclusion at point of receipt, duplicates, not relevant / useful, audit of collection portions.
- Band Instruments determined by the needs of the Band(s) and condition of instrument.

Asset removal criteria

Public art will be monitored and reviewed, and subject to consideration of removal if any of the City of Marion criteria are met in accordance with:

- The artwork has a major structural defect beyond repair or restoration is impractical.
- The artwork has deteriorated in its condition to a point where public safety is at risk.
- The artwork has reached the end of lifespan and / or renewal or restoration is impractical.
- The cost of ongoing operation and/or maintenance is prohibitive.
- The artwork is part of a building which is being demolished/redeveloped.
- The artwork is causing damage to the surrounding environment and rectification is impractical.
- The conditions of the site impact on the artwork and compromises its integrity.
- The artwork is no longer relevant to the community.
- The artist raises concerns regarding the condition of the artwork, or if changes to the site affect the artists' original intent or moral rights.

Items in the art collection are removed if one or more of the criteria are met:

- The artwork is a duplicate or duplicate of a print whose retention serves no purpose to the collection.
- The artwork falls outside the acquisition criteria.
- The artwork is damaged or deteriorated to an extent beyond reasonable restoration, whether by accidental damage, natural deterioration, or infestation.
- The item is no longer considered relevant or adding value to the collection.
- The artwork has been proven to be a forgery.
- The item is a risk to public safety.
- The item is considered to diminish the reputation of council.

Items in the archived collection are removed if one or more of the criteria are met:

- They are unneeded duplicates.
- They are no longer appropriate for Marion heritage needs. Note that this rarely happens, as items are assessed for appropriateness at time of donation and only appropriate items kept.
- They can be reproduced/kept in another form e.g. digitally AND the original has no historical/service value in itself.

Items in the instrument collection are removed (replaced) at the discretion of the Marion City Band, based on condition and cost/benefit of repair.

Artwork relocation and / or removal process

Assets will be deaccessioned, removed, or relocated in consultation with Council members and subject to the above asset removal criteria. All reasonable efforts will be made to contact the artist in writing to advise of the intention for the relocation and/or removal (at least 21 days' notice). Council staff/contractor will remove an artwork.

The artwork will be removed from the asset register, maintenance schedule and from the City of Marion's website.



Aboriginal Contemporary Arts, Ngapurlantithi wetland cultural story pole, 2023

Future demand

Demand drivers are those factors which have the potential to impact public art, heritage, and cultural assets services into the future. Demand drivers include population and demographic changes, planning and design code changes, political and community expectations, economic, internal strategy, and environmental factors.

Demand management plan

The impact of demand drivers that may affect future service delivery is shown in the table below along with how we will manage this.

Demand driver group	Driver and projection	Impact on services	Demand management plan
Social	Unplanned Community requests.	Expectations to respond to reactive service delivery requests leads to inefficient resource planning. Expectations to create unplanned new public art.	Match request against asset management principles and established policy. Ensure budget is available and criteria for change is in alignment with policy.
Social	Changing community demographics and increase in population leading to expectations for more visible cultural elements in public space.	More demand for historical information. Greater awareness of heritage value. Increasing sophistication in appreciation of outdoor artwork.	Improve the community survey quality to ensure it is more relevant to driving decisions on assets within this AMP. Produce artwork strategy for CoM.
Financial	Capital upgrades to public spaces and buildings with more incorporated art.	Potential for lack of coordination with council art strategy and lifecycle costs not accounted for.	Art management requirements including budget to be included as part of new developments.
Economic	Greater emphasis on placing financial value on artworks, culture, and heritage as a driver for economic growth.	Improves our ability to provide justified service level decisions.	Approved business case and ongoing review of the Asset Management Plan.
Economic	Increase in population and visitation to meet the needs of changing demographics.	Overall economic uplift in the area.	Alignment of Public Art Strategy, Business, Growth & Engagement Plan, future Visitation Strategy and this AMP.
Technology	Increased awareness of value of digital technology in artwork.	Increased service level needs for digital/technology-based art.	Ensure lifecycle costs are inclusive of extra service needs. Plan to assess for more digital art.

Climate change adaptation

Climate change will have minor impact on externally installed public art, but for all other assets within this AMP is not considered to be a material consideration for the 10-year life of this plan.

The Department of Environment and Water produced “Guide to Climate Projections for Risk Assessment and Planning in South Australia, 2022”. This document outlines the trends and these along with resilience techniques are included in the table below .

Climate parameter	Projected trend	Impact on asset and services	Resilience management
Temperature	<ul style="list-style-type: none"> • Maximum, minimum, and average temperatures will increase. • Warmer spring temperatures. • Hotter and more frequent hot days. 	<ul style="list-style-type: none"> • Extended heat may cause fragile materials to become damaged over time. • Extended hotter days may reduce community engagement. 	<ul style="list-style-type: none"> • Manage the commissioning of artwork to consider the materials used in artworks to minimise/ mitigate reduced lifecycle of artwork. • Embed climate resilience and sustainability into asset design. • Consider position of artwork to maximise engagement during challenging weather. • Monitor stress on HVAC for archival material indoor climate control environment.
Rainfall	<ul style="list-style-type: none"> • Declining rainfall • Lower spring rainfall • More drought. 	Not applicable.	Not applicable.
Storms	More intense heavy rainfall events which carry intensified winds.	Potential impact unknown.	Understand where flood potential exists in relation to storage of historical archival information.
Evaporation	Evapotranspiration increases across all seasons.	Not applicable.	Not applicable.
Fire	More dangerous fire weather, drier fuels.	Not applicable.	Not applicable.

Lifecycle management

Preliminary information

City of Marion occupies 56.17km². Within this area there are many locations suitable for public art, interpretive and heritage signage/displays, including in open space, libraries, community halls, sporting facilities, arts and cultural facilities and streetscapes.

Marion is one of the oldest colonially settled areas in Adelaide, and the Marion Heritage Research Centre is the place where documents and photographs relating to its history are collected, preserved, researched, and shared.

As a branch of the Marion Libraries, the Marion Heritage Research Centre holds the contents of the former Local Studies section of the Park Holme Library and is now the main repository where all historical acquisitions by the City of Marion are collected. The local and family history reference library contains over 900 items, including books relating to heritage, both current and out-of-print, historical data sets, and a full set of the South Australian Births, Deaths, and Marriage Registrations.

The table on the right outlines the amount, expected life and replacement value of the assets within this AMP. An update to the value is to be undertaken in 2024.

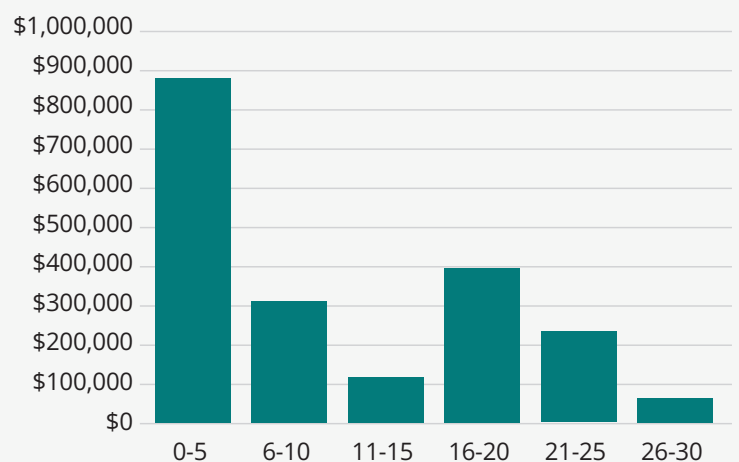
Asset Category	Quantity	Useful life (years)	Replacement value
Public art			
Architectural element	6	30+	-
Artistic signage	45	5 (adhesive panel) 30 (frames)	-
Audio-visual	2	5	-
Installation Art	8	20	-
Metalwork	15	20	-
Mosaics	49	30	-
Murals	193	10	-
Sculptures	59	30-60	-
Wood carving	10	20	-
Public art total	387	-	\$2,007,702
Art collection	260	100	\$160,095
Band instruments	169	30	\$334,220
Heritage and archival collection (incl. 2D, 3D)	20,000	various	unknown
AMP replacement value total			\$2,502,017

Age profile

The figure on the right shows the relationship between the age of the public art assets and their replacement value bracketed in five year chunks. The chart indicates that in recent years, there has been a steady comparative increase in activity for installation of public art when compared with previous decades. This is in support of Council's Liveability objectives.

The chart also provides an indication of the quantum of renewal cost to expect if the expected life of the asset is known. This however is not as easily determined given the mix of lifespans incorporated in the chart.

Public art age (years) vs replacement value



Asset performance

Asset condition

Asset condition performance description

Public art is susceptible to surrounding environmental and physical conditions, vandalism, and the operations and maintenance regime applied. Staff and external contractors both operate, monitor, and maintain public artworks according to a regular schedule. Heritage items are susceptible to inappropriate storage conditions

such as acidic containers (folders, sleeves, boxes), exposure to light, and rapid fluctuations in temperature and humidity. The MHRC strives to provide the right conditions. Archival heritage items are in basically good condition, with a small number of items being more fragile.

Asset condition measures and grade

Grade	Condition measure description
1	Very good: Only planned operation and maintenance required
2	Good: Minor defects only. Repairs as needed plus planned maintenance.
3	Fair: Significant maintenance required to Return to Accepted Level of Service.
4	Poor: Significant maintenance or renewal required. Asset requires review to determine optimal action. Consider Renewal and/or Disposal.
5	Very Poor: Approaching Unserviceable. Consider Renewal, Removal and/or Disposal.

The condition of Public Art and Band Assets together with the replacement value is shown in the table below. The Cove Civic Centre audio visual artwork is at end of life and is one of the items shown at condition 5. This AMP provides the funds to replace the digital elements and enable the art to function again.

Band instruments are managed through a service contract with the City of Marion Band. Instruments in poorer condition are still made use of for training and other purposes.

Public art condition and replacement value

Condition	Public art % items	Public art replacement value (\$)
1	68	\$910,052
2	30	\$918,250
3	2	\$149,400
4	0	-
5	0 (2 items)	\$30,000
Total		\$2,007,702

Band instruments condition and replacement value

Condition	Band assets %	Band assets replacement value (\$)
1	15	\$54,201
2	30	\$108,402
3	30	\$108,402
4	25	\$90,335
5	-	-
Total		\$334,220

Measures of condition for public art and band instruments

Community level of service	Achieved by	Target	Tolerance range
Art is in good visual and structural condition. Band instruments are functioning satisfactorily and are sound.	Inspected and maintained to defined service levels.	100% of public art assets are in very good to fair condition. 75% of Band instruments are in very good to fair condition.	On track - 75% to 100% Monitor - 50% - 74.9% Off track - 0% to 49.9%

Asset capacity and asset function

Function and capacity are not monitored. The requirements are intangible being arts, cultural and social in interpretation of enriching lives and increasing wellbeing through creating a sense of place; celebrating local stories, identity, and history.

Climate resilience

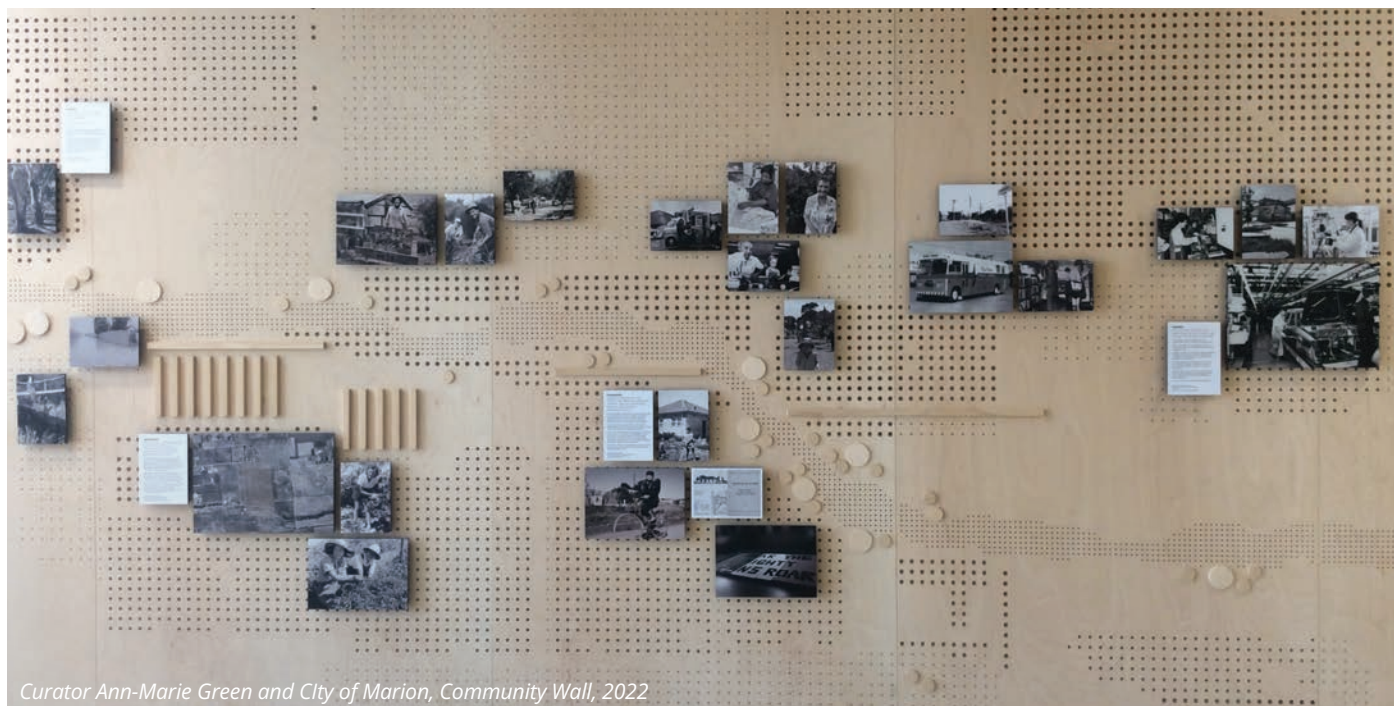
Not measured (refer to page 22)

Asset valuation

The replacement value of an artwork is typically for a similar artwork of similar current value. Some artworks increase in value subject to the reputation of the artist or its value increase through community sentiment.

The total replacement costs of assets within this AMP are \$2,502,017 and comprise:

- Public artworks - \$2,007,702
- Art collection - \$160,095
- Heritage and archival collection (unknown)
- Band instruments - \$334,220.



Curator Ann-Marie Green and City of Marion, Community Wall, 2022

Operations expenditure (OpEx)

Council engages both internal and external personnel to perform maintenance, cleaning, and repairs to provide the defined level of service in a cost-efficient manner whilst assessing and managing risk.

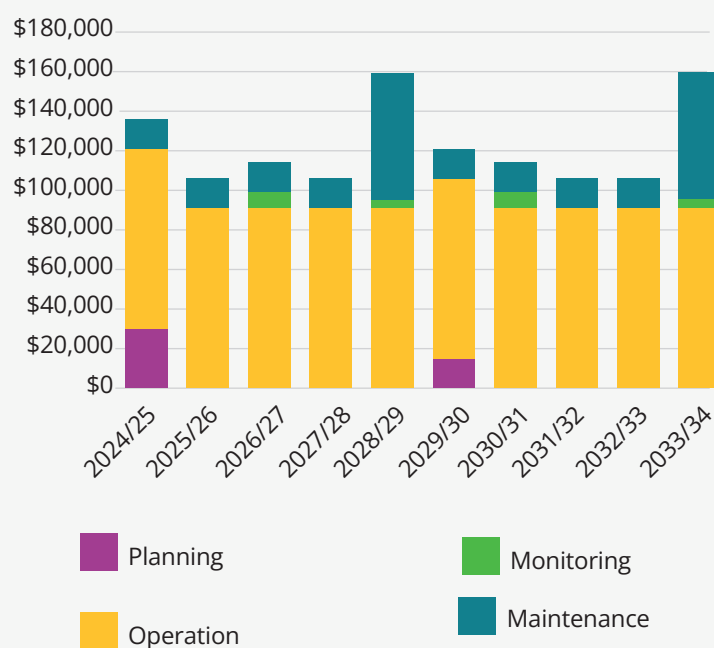
Cost elements: The Operations and Maintenance costs comprise the direct costs of providing the service including council labour, Contractor services, and Specialist Contractors for monitoring and planning activities.

The chart below shows the OpEx forecast cost for assets in this AMP. Most of the expenditure is for the maintenance of public art with minor expenditure relating to the upkeep of the indoor art and records collection. Features include:

- \$40,566 annual operating cost (contract) for City of Marion band.
- \$1,450 annually for general maintenance for general upkeep for artworks, heritage and archive collections
- \$4,000 each in years 5 and 10 for operating costs for artwork collection revaluation.
- \$45,000 spread across Years 1 and 6 in planning costs for the establishment and review respectively of public art strategy.
- \$8,000 each in years 3 and 7 in monitoring costs for public artwork structural integrity inspections
- \$50,000 each in years 5 and 10 planned maintenance of Tjilbruki Gateway pole saver program.
- \$48,500 in operating costs for general upkeep of public art including graffiti removal allowance

The O&M forecast budget is developed to inform the LTFFP.

Operations (OpEx forecast - art, culture and heritage)



Renewal and creation (OpEx)

Note: Artwork due for renewal will be evaluated on a case by case to determine if this is needed to be classified as Capital Expenditure (CapEx).

Renewal is work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset function to its original service potential. An example of a renewal activity is the replacement of artwork that is no longer able to fulfill its service potential, or its degradation is sufficient to compromise the original artistic merit of the work. The installation of public artwork occurs during major projects, streetscapes, and open space developments, as well as other projects that may be identified during planning stages across the city, guided by the 'Public Art Guidelines 2020-2028'.

Cost elements: The renewal and creation costs comprise all contractor costs as well as incidental council worker costs incurred during preparation for installation. The renewal and creation approved budget have been sourced from the asset management system original construction costs as

a basis for the renewal costs. These costs have a degree of uncertainty that will be worked through during Year 1 of the Plan. The chart below shows the renewal and creation expenditure for the assets in this AMP. Features include:

- \$4,000 annual creation allowance for purchase of new artwork (indoor art).
- \$40,000 annual creation allowance for new public art.
- \$20,949 annual average for renewal of existing public art (outdoor art).
- \$35,000 each in years 1 and 6 for the renewal of the audio-visual display at Hallett Cove Civic Centre.



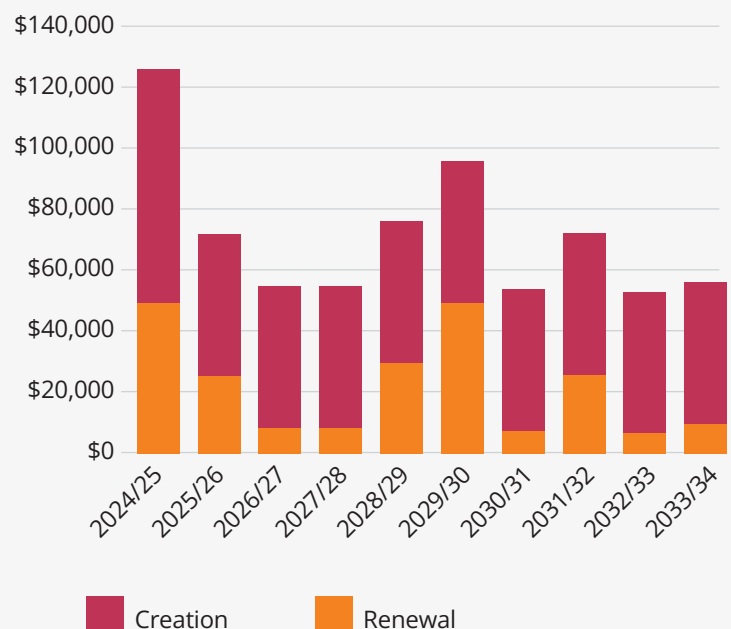
Saskia and Shadow, bus stop artwork, 2023

Renewal ranking criteria

Considerations for artwork replacement could include the following criteria. Each case is assessed individually, and the criteria used according to the situation:

- The risk consequence of structural faults due to age or damage.
- Original artwork intent and connection to the site has significantly changed and/or no longer relevant.
- The cost impact of renewal is financially unviable.
- The cost of ongoing operations and/or maintenance is prohibitive.
- The site conditions impact on the artwork and compromises its integrity.
- The artist raises genuine concerns regarding the condition and artistic integrity of the work, or if changes to the site affect the original artistic intent or moral rights.
- The artwork is no longer relevant to the site or community.
- The need to continue to preserve due to cultural, historical, and social significance.
- Alternative land use eg development or infrastructure repair/replacement and there are no alternatives in design.

Renewal/Creation (OpEx) forecast - art, culture and heritage





Donna Gorge, *A Place with a History and a Future - partial*, 2022

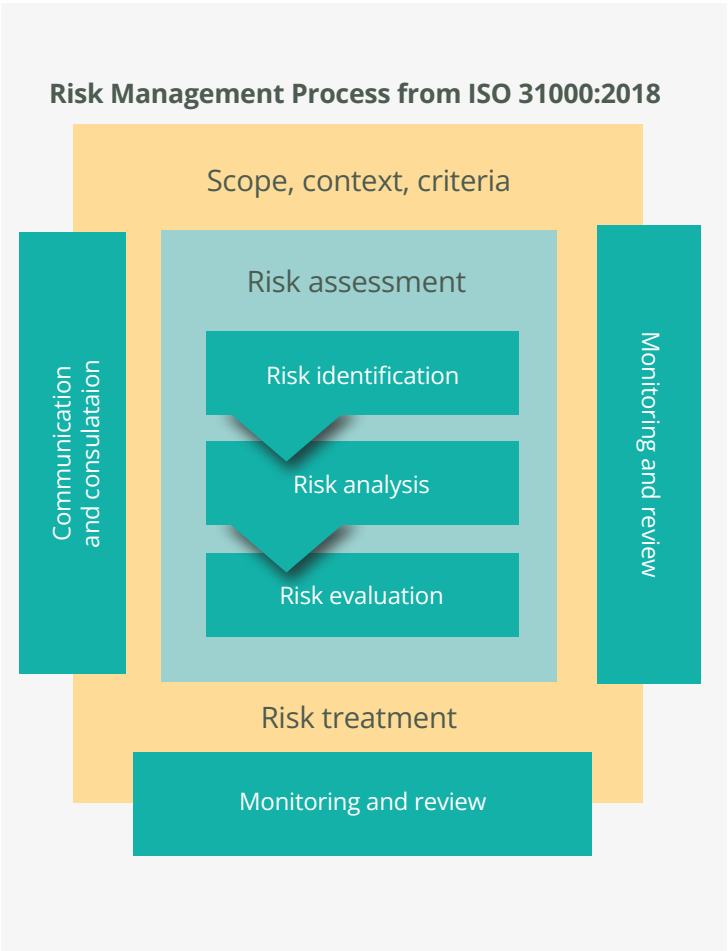
Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000.

The elements of this framework are:

- Risk Management Context: Establishes the objectives, stakeholders, key issues, and criteria against which risks will be evaluated.
- Identify the Risk: Identifies what risk events are likely to impact on assets and services.
- Analyse the risk: Reviews the existing controls and then analyses the likelihood of an event occurring and the consequence of the event to determine the level of risk.
- Evaluate the Risk: Assesses and ranks the identified risks in a Risk Register.
- Treat the Risks: Identifies actions to reduce/ control the risk.

There are currently no high level or above risks identified for assets in this AMP.



Critical assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or an unacceptable reduction of service. For assets in this AMP, the critical assets are identified as:

- Tjilbruksi Gateway – significant cultural asset for indigenous community
- Puru yuwanthi (still standing), Tjilbruksi sculpture - significant cultural asset for indigenous community
- Non-digitised archival and heritage collection

What we cannot do

The forecast budget of this plan is used to inform the LTFP. It is expected this plan will be optimised to achieve alignment with the LTFP so that service delivery objectives of this plan will be achieved.



Project2Project, Congregate Murmurations, 2022, photo by Trim Photography



Dave Court and Matt Fortrose, Woodlands Tower, 2019, photo by Dave Court

Financial summary

Financial sustainability

Sustainability of service delivery

Two key indicators of sustainable service delivery are considered in the Art, Heritage and Culture AMP:

1. The forecast renewals are funded over the life of this plan to ensure the continuity of function that the asset provides. Assets are scheduled for renewal based on the end of estimated useful life.
2. OpEx is funded to ensure the day to day management and integrity of the asset to ensure the required levels of service are met.

This AMP is used to inform the LTFP, through an iterative process balancing cost, performance, and risk. As a part of its Annual Business Planning process, CoM undertakes a review of forecast asset management expenditures. This revised forecast annual funding requirements is incorporated into Council's currently adopted Annual Business Plan and Long-Term Financial Plan.

Medium term – 10-year financial planning period

This AMP identifies the forecast OpEx and CapEx required to provide an agreed level of service to our customers over a 10-year period. The average expenditure required for the portfolio of assets of this AMP is: **\$191,227 per year.**

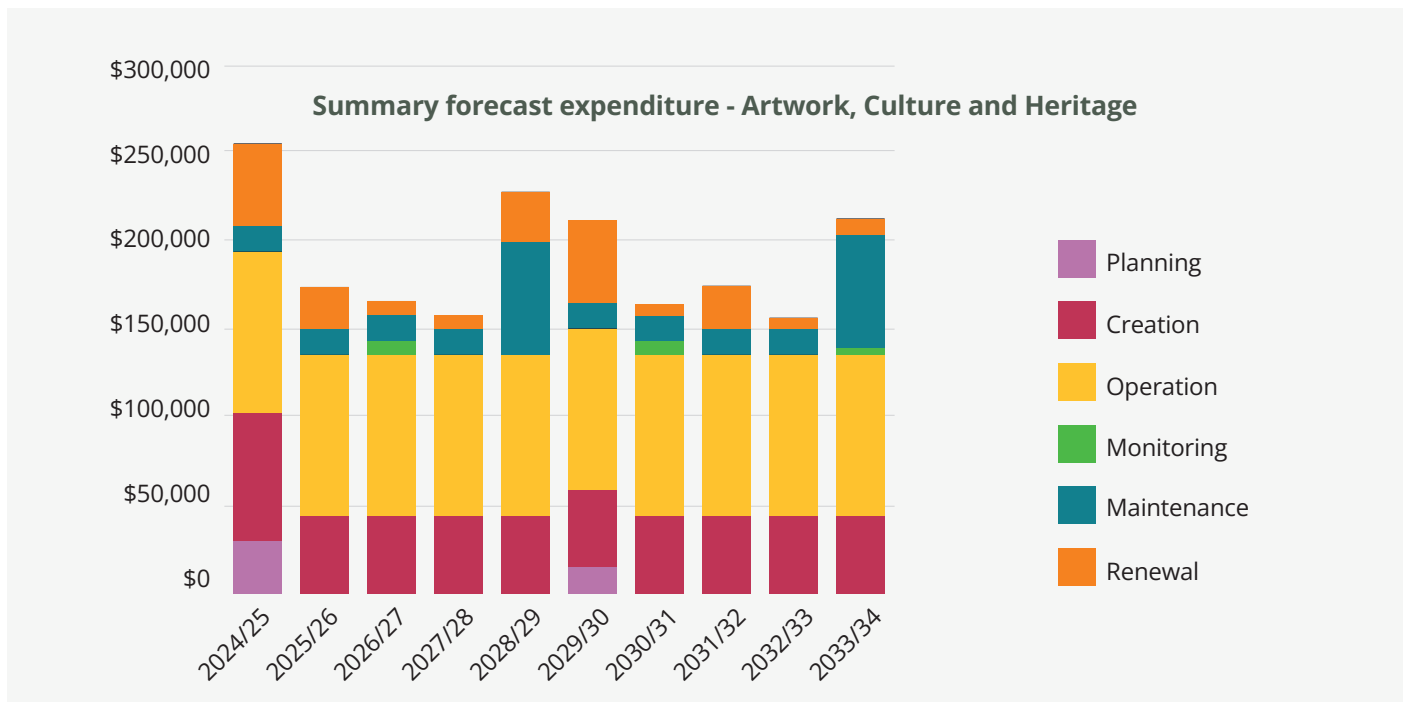
Forecast outlays for the LTFP

The table below represents the forecast expenditure of the entire assets of the Art, Heritage & Culture AMP. These costs include:

- Creation of a Public Art Strategy in year 1 and refreshing in year 5 together with structural inspections in Years 3 and 7.
- A budget of small art creation throughout the 10-year plan.
- A budget for renewal of the Hallett Cove Civic Centre audio visual artwork based on expected life.
- An optimised cleaning and maintaining budget allowance to be done by internal and external contractors.
- \$40,566 per year in operation costs representing the City of Marion Band contract cost.
- \$4000 in creation costs for art purchases (indoor collection) annually.
- \$1,450 for art and heritage ad hoc maintenance annually.
- \$4,000 in Years 5 and 10 in monitoring costs for auditing and re-evaluation of artwork.

Summary of Art, Heritage & Culture assets forecast expenditure

Year	Planning	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Forecast Total
2024/25	30,000	72,813	91,846	0	14,650	47,000	0	\$256,309
2025/26	0	44,000	91,846	0	14,650	24,000	0	\$174,496
2026/27	0	44,000	91,846	8,000	14,650	8,000	0	\$166,496
2027/28	0	44,000	91,846	0	14,650	8,000	0	\$158,496
2028/29	0	44,000	91,846	4,000	64,650	28,246	0	\$232,742
2029/30	15,000	44,000	91,846	0	14,650	47,000	0	\$212,496
2030/31	0	44,000	91,846	8,000	14,650	7,000	0	\$165,496
2031/32	0	44,000	91,846	0	14,650	24,700	0	\$175,196
2032/33	0	44,000	91,846	0	14,650	6,500	0	\$156,996
2033/34	0	44,000	91,846	4,000	64,650	9,046	0	\$213,542
Total	\$45,000	\$468,813	\$918,464	\$24,000	\$246,500	\$209,492	\$0	\$1,912,269



The summary cost chart demonstrates non-linear expenditure across the plan which is approximately in balance with the planned budget for the following ten years. It should be noted that the Operations and Maintenance functions of public art will be mostly provided by CoM internal field staff resource. The uncertainty in costs is provided on page 32.



Aboriginal Contemporary Arts, Kantu, 2023



Project2Project, Congrate Ins and Outs, 2022, photo by Trim Photography

Valuation forecasts

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at a fair value at cost to replace service capacity: Activities are planned for 2024 to improve valuation data.

Replacement Cost (Current/Gross):	\$2,502,017
Accumulated Depreciation:	\$819,315
Depreciated Replacement Cost:	\$1,682,701
Depreciation:	\$47,368

Key assumptions in financial forecasts

- All data used in this AMP is current as of November 2023.
- The forecast 10-year expenditure profile is provided in 2024 dollars.
- Long-Term Financial Plan will be adjusted annually to account for cost index increases and utility cost anomalies.
- Community levels of service expectations remain consistent.
- Newly created works will be provided with a source of funding for O&M.
- Changes in legislation do not impact the service levels.
- Resources availability is not impacted because of pandemic, or other State Emergencies.
- Confidence grade for supplied data in this AMP is a consideration for future funding.

Forecast reliability and data confidence

The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified in accordance with the table on the following page.

Forecast reliability and data confidence

Data confidence definitions and grades

Confidence grade	Description
A. Very high	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$.
B. High	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C. Medium	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E. Very low	None or very little data held.



Data confidence assessments for selected sections of the AMP

Data	Confidence Assessment
Asset Condition	B
Asset Function	C
Asset Capacity	E
Asset Age Profile	A
Replacement Value	C
Service Levels	B
Demand drivers	C
Asset Creation and Renewal Forecasts	C
Operating and Maintenance Forecast	C

Monitoring and review

This AMP will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

Cost changes will be reviewed annually, and any changes needed to the table on page 30 will be published separately to this plan.

The AMP will be reviewed and updated every four years to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, creation and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

Improvement plan

Alignment	Task	Resource	Completion
I1	Include project specifications for new art, the requirement for minimised lifecycle costs through the selection of robust materials and optimal maintenance methods.	Public Art and Place Coordinator	2024
I2	Implement a process to regularly revalue archival collection assets as they are acquired.	Manager Community Connections	2025
I2	Facilitate a process which identifies whole of life costs for new public art created through Major Projects.	Public Art and Place Coordinator	2024
L4	Create a Public Art Strategy that includes the renewal, curation, and removal of public art. Strategy to incorporate a public art action plan.	Contractor Public Art and Place Coordinator	2025
L4	Align the AMP with the Marion Heritage Collections Management Guidelines.	Manager Community Connections	2024
L3	Facilitate a process which ensures the engagement of Public Art & Place Coordinator at Project Initiation.	Public Art and Place Coordinator	2025
L4	Formalise annual condition inspection process for pests and wear and tear of heritage items.	Manager Community Connections	2024
L4	Ensure lifecycle management of heritage signs is in alignment with the endorsed RACI.	Manager Engineering, Assets and Environment	2024
E1	Provide targeted questions for inclusion in the annual community survey which enable the improved understanding of service provision for the assets of this AMP.	Public Art and Place Coordinator Heritage Coordinator	2025
I2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation of all asset expenditure aligned with the asset management lifecycle.	Manager City Activation Manager Operations	2025
I2	Implement a process to update this AMP during annual budget planning processes to show any material changes in service levels or resources.	Manager City Activation Manager Operations	2025
P4	Collaborate with Economic Development team to work with local businesses to improve amenity through use of public art and placemaking, as per the Business Growth and Engagement Plan and Visitation Strategy.	Public Art and Place Coordinator Heritage Centre Coordinator	2024

The Improvement plan lists the activities identified as part of developing this AMP which will help advance our ability to manage the assets more effectively and efficiently. These activities are aligned to the Council strategy.



Hamilton Secondary College, space stobie pole art, 2022

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