

Special Meeting of the Audit Committee Agenda & Reports

28 March 2022

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
Norwood
Payneham
& St Peters

23 March 2022

To all Members of the Audit Committee

Committee Members

- Mayor Robert Bria
- Cr John Minney (Presiding Member)
- Cr Mike Stock
- Ms Sandra Di Blasio (Independent Member)
- Ms Brigid O'Neill (Independent Member)

Staff

- Mario Barone (Chief Executive Officer)
- Sharon Perkins (General Manager, Corporate Services)
- Andrew Alderson (Financial Services Manager)

NOTICE OF MEETING

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, a Special Meeting of the Audit Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

Monday 28 March 2022, commencing at 7.00pm

Please advise Sharon Perkins on 83664585 or email sperkins@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
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VENUE Mayors Parlour, Norwood Town Hall

HOUR

PRESENT

Committee Members

Staff

APOLOGIES

ABSENT

TERMS OF REFERENCE:

The Audit Committee is responsible to facilitate:

- *the enhancement of the credibility and objectivity of internal and external financial reporting;*
- *propose and provide information relevant to a review of the Council's Strategic Management Plans and Annual Business Plan;*
- *the review and reporting on any matter relating to financial management or the efficiency and economy with which the Council manages its resources;*
- *effective management of financial and other risks and the protection of the Council's assets;*
- *compliance with laws and regulations related to financial and risk management as well as use of best practice guidelines;*
- *the provision of an effective means of communication between the external auditor, management and the Council;*
- *proposing and reviewing the exercise of powers under Section 130A of the Local Government Act 1999;*
- *review Annual Financial Statements to ensure that they present fairly the state of affairs of the Council;*
- *liaising with the Council's Auditor; and*
- *reviewing the adequacy of accounting, internal control reporting and other financial management systems and practices of the Council on a regular basis.*

- 1. CONFIRMATION OF MINUTES OF THE AUDIT COMMITTEE MEETING HELD ON 28 FEBRUARY 2022**
- 2. STAFF REPORTS**

2.1 DRAFT 2022-2023 BUDGET

REPORT AUTHOR: General Manager, Corporate Services
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4585
FILE REFERENCE: qA83737
ATTACHMENTS: A – D

PURPOSE OF REPORT

The purpose of this report is to present the Draft 2022-2023 Budget to allow the Audit Committee to provide comment and recommendations to the Council, prior to the Council's consideration and "in principle" endorsement of the Draft 2022-2023 Budget.

BACKGROUND

Section 123(8) of *the Local Government Act 1999*, requires the Council to adopt an Annual Business Plan and a Budget for the ensuing financial year after 31 May and except in a case involving extraordinary administrative difficulty, before 15 August.

The Draft Budget comprises of the Recurrent Budget, which incorporates the revenues and expenditure required to provide the "Business as Usual" services. The second component incorporates the Capital and Operating Project budget. The Operating Projects budget encompasses programs and activities that are outside the "business as usual" services and are considered discretionary in nature, i.e. the Council is under no obligation to provide the services, activities or programs or if required to undertake the activity, (Local Government Elections) are irregular in nature. Operating Projects may be one off activities or programs, an expansion of an existing service or program or proposals to introduce a new service or program. Operating projects are funded via Rate Revenue or a fee for service charge.

The Capital Works budget encompasses projects which renew, upgrade or create new infrastructure assets. Examples of projects are the Civil Infrastructure Whole-of-Life Program (renew), Playground/Reserve redevelopment (upgrade) and Artworks (new). Renewal Capital Projects are funded through Rate Revenue, via the depreciation charge, with new or upgrade works being funded through borrowings or cash reserves.

The Draft 2022-2023 Annual Business Plan, will be considered at the Council Meeting scheduled on 2 May 2022.

The Draft 2022-2023 Annual Business Plan and Budget will be released for public consultation for a period of twenty-one (21) days as required by *the Local Government Act 1999*.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

The Council's long term strategic direction is outlined in *City Plan 2030: Shaping our Future*. The Draft 2022-2023 Annual Business Plan and supporting Draft 2022-2023 Budget, sets out the proposed services and programs and explains how the Council intends to finance its continuing activities which are proposed to be undertaken during the year.

The Council's Long Term Financial Plan (LTFP), is a key document in the Council's Planning Framework. It is the primary financial management tool which links the Council's Strategic Plan, *City Plan 2030 – Shaping our Future*, Whole-of-Life Assets Management Plans and the Annual Business Plan and Budget.

Financial sustainability underpins the Council's Financial Goals and Outcomes, which are set out in the Long-Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long-term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

From an operational perspective, financial sustainability is being able to manage the conflict between keeping rate revenues increases to a reasonable level, maintaining existing service standards and spending on new services and major capital investments.

The Draft 2022-2023 Budget has been developed on the basis of ensuring that it will assist in delivering on the Councils Long Term Strategic direction and financial objectives set out in the LTFP.

FINANCIAL AND BUDGET IMPLICATIONS

For the 2022-2023 Financial year, the LTFP sets out an Operating Surplus of \$1.4 million, based on a Rate Revenue increase of 4.43%.

To ensure that the Council can deliver on its financial objectives as set out in the Council's Long Term Financial Plan, the Draft Recurrent Budget has been developed with reference to the budget parameters which were adopted by the Council at its meeting held on 17 January 2022.

The Draft Budget Operating Surplus includes \$362,000 from the Federal Governments Roads-to-Recovery Grant Funding Program. In respect to this Program, the Council receives funding annually from the Federal Government under the Roads-to-Recovery Program to undertake works over and above the Councils existing Civil Infrastructure Capital Works Program.

The Draft 2022-2023 Budget as presented in this report, will deliver an Operating Deficit of \$1.272 million (prior to the incorporation of any Rate Revenue increases) and a Net Surplus (after capital income) of \$7.738 million.

Based on a recommend rate revenue increase of 5%, which while higher than the Rate Revenue increase set out in the LTFP, it is within the target band of between 3% and 6%, the Draft Budget, as presented in this report will deliver an Operating Surplus of \$543,000 and a cash surplus of \$345,000 after the principal loan repayments.

EXTERNAL ECONOMIC IMPLICATIONS

As the State continues its recovery from the impacts of the COVID-19 pandemic, the decisions made by the Council with respect to the Draft 2022-2023 Budget and consequent rating decisions will have a financial impact on property owners and suppliers of goods and services to the Council. The level of impact will be dependent on the final decisions which the Council determines in respect to the service levels and the level of income required to meet the agreed service levels.

SOCIAL ISSUES

No Applicable.

CULTURAL ISSUES

Not Applicable.

ENVIRONMENTAL ISSUES

Not Applicable.

RESOURCE ISSUES

Not Applicable.

RISK MANAGEMENT

The Draft 2022-2023 Budget will be impacted upon by the decisions made by the Federal Government and State Government in their respective budgets. The Federal Government Budget is scheduled to be handed down on 29 March 2022, with the State Budget scheduled to be handed down in May.

As a result, the Draft 2022-2023 Budget presented in this report, has been developed on the following assumptions:

- that the Financial Assistance Grants, comprising of the General Assistance Grant and the Road Funding Grant, will be provided based on the current funding arrangements of four (4) quarterly installments. The value of these payments has not been indexed;
- due to the 2022-2023 Supplementary Road funding to South Australia being advanced during the 2021-2022, it has been assumed that the 2022-2023 Federal Budget will not be advanced;
- State Government Charges, which are set by Legislation, are yet to be indexed;
- no further increase in the Solid Waste Levy beyond the current fee of \$146 per tonnes; and
- no new fees and charges will be introduced.

Any adjustments to the Recurrent Budget arising from either the Federal or State Budgets will be incorporated when this information becomes available.

It should be noted that the cost escalation for materials and contracted services has been set at 2.25%. Given the economic pressure resulting from COVID-19, natural disasters and the current worldwide unrest, the inflationary impact on the Councils key inputs, the cost impacts on the delivery of Councils services and activities and delivery of the Capital works program, may be in excess of the 2.25% cost escalation parameter set by the Council at its meeting held on 17 January 2022.

Should these assumptions and other decisions upon which the Draft 2022-2023 Budget is based not eventuate, there is a possibility that the Council will not be in a position to deliver its proposed operating initiatives and projects or the budgeted Operating result.

Notwithstanding this, the preparation of the Draft 2022-2023 Annual Business Plan and Budget has been prepared to ensure the Council meets its legislative responsibility in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*.

CONSULTATION

- **Elected Members**

An overview of the Draft 2022-2023 Recurrent Budget was provided to Elected Members and Audit Committee at an Information Briefing held on 2 March 2022.

An overview of the proposed Capital Works program and Operating Projects were presented to Elected Members and Audit Committee at an Information Briefing held on 16 March 2022.

- **Community**

The community will be provided the opportunity have input into the Draft 2022-2023 Budget through public consultation on the Draft Annual Business Plan, which is scheduled from 9 May 2022 through to 1 June 2022.

- **Staff**

The preparation of the Draft 2022-2023 Budget has been completed with the involvement of the Chief Executive Officer, General Managers and council staff responsible for budget management.

- **Other Agencies**

Not Applicable.

COVID-19 IMPLICATIONS

The focus in developing the Draft 2022-2023 Annual Business Plan and Budget, has been on ensuring that the Council maintains the service standards for its existing range of services which are aimed at supporting the delivery of the Strategic Objectives outlined in the Councils' Strategic Management Plan *CityPlan 2030*, as such the Draft Budget has been prepared on the premise that the programs, services and activities that were suspended or cancelled over the last two (2) years will be delivered.

The Draft Budget does not provide for the continuation of COVID-19 financial relief, as provided in previous two (2) financial years. The Council's *Financial Hardship Policy* provides options for ratepayers with respect to the payment of rates.

DISCUSSION

The Draft 2022-2023 Budget is based on the continuation of existing services and priorities, as determined by the Council, being appropriately resourced and that the Council can maintain the service standards for its existing services to support the delivery of the Strategic Objectives outlined in the Council's *CityPlan 2030: Shaping our Future* and that those services receive appropriate funding.

The key driver therefore is to develop a Budget that not only contributes to the Council's broader strategic objectives of achieving *Community Well-being*, but also ensures that the Council is managing its financial resources in a sustainable and equitable manner and to ensure that future financial shocks can either be avoided or managed in a measured way, so that the funding requirements are balanced with ensuring that the community does not face unreasonable increases in their annual rates contribution.

Budget Parameters/Assumptions

In developing the Draft 2022-2023 Budget, the following principles and assumptions have been applied:

- the Recurrent Budget be prepared based on the provision of existing services, programs and activities;
- the cost escalation for Material, Contracts and Other Expenses has been set at a maximum of 2.25%;
- Wages and Salaries increases are based on the Council's Enterprise Agreements; and
- fees and charges not set by Legislation are increased by 2% at a minimum.

Based on the Draft Recurrent Budget and the Operating and Capital Works Program as set out in this report, it is recommended that a 5% Rate Revenue increase be considered for the 2022-2023 Financial Year.

Budget Overview

Table 1 below sets out the Draft Budget, based on the recommended Rate Revenue increase of 5% will deliver an Operating Surplus of \$543,000.

The Recurrent Budget, which incorporates the revenues and expenditure required to provide the "Business as Usual" services provide a surplus of \$2.382 million, which will be used to fund the delivery of the proposed Operating Projects, which are set out **Attachment A**, additional interest costs to cover the additional finance costs associated with borrowings required to fund the delivery of the proposed Capital Works Program, which is contained in **Attachment A**.

The total operating expenditure is \$48.2 million, with \$36.2 million (75%) of the total expenditure being more readily influenced by the decisions made as part of the budget process. The remaining \$12 million (25%) of expenditure relates to Ownership costs, which are a result of past investment decisions in respect to the upgrading existing assets or building new assets. While the ownership expenditure associated with the Council's past Capital Works program cannot be influenced or changed in the current year, the annual increase in future ownership costs is influenced by the decisions made in respect to the amount of expenditure incurred in 2022-2023 on the investment in the renewed, new and upgraded assets. As such decisions regarding the current year projects need to be made in the context of the future impact on operating expenditures and Rate increases.

It should be noted, that while the cost the finalise or undertake the 2021-2022 Operating Projects to be carried forward into the 2022-2023 Draft Budget are included to determine the Draft 2022-2023 Operating Surplus, the funding to undertake these projects are to be sourced from cash reserves.

In addition, at the time of writing this report, the Council is yet to receive the draft budget from its Regional Subsidiaries. The Council is required to report the Councils share of the Regional Subsidiaries operating results and while this will have an impact on the Council's reported Operating Result, this is a non-cash transaction that does not have an impact on the Councils cash position.

TABLE 1: 2022-2023 PROPOSED STATEMENT OF COMPREHENSIVE INCOME

	Recurrent Budget 2022-2023	Carry Forwards 2022-2023	Operating Projects 2022-2023	Capital Projects 2022-2023	Proposed 2022-2023
	\$	\$	\$	\$	\$
INCOME					
Rates	39,622,188	-	-	-	39,622,188
Statutory charges	2,006,750	-	-	-	2,006,750
User charges	3,737,711	-	-	-	3,737,711
Grants, subsidies and contributions	2,335,869	-	492,298	-	2,828,167
Investment income	45,500	-	-	-	45,500
Other income	517,740	-	-	-	517,740
Net loss joint ventures & associates	-	-	-	-	-
Total Income	48,265,758	-	492,298	-	48,758,056
EXPENSES					
Employee costs	15,974,750	-	108,000	-	16,082,750
Materials, contracts & other expenses	18,235,688	429,238	1,444,000	-	20,108,926
Finance costs	515,000	-	-	350,000	865,000
Depreciation & amortisation	11,158,733	-	-	-	11,158,733
Net loss Joint Ventures & Associates	-	-	-	-	-
Total Expenses	45,884,171	429,238	1,552,000	350,000	48,215,409
OPERATING SURPLUS / (DEFICIT)	2,381,587	(429,238)	(1,059,702)	(350,000)	542,647
Net gain (loss) on disposal or revaluation of assets	-	-	-	25,000	25,000
Amounts specifically for new or upgraded assets	-	-	-	8,984,823	8,984,823
NET SURPLUS (DEFICIT)	2,381,587	(429,238)	(1,059,702)	8,659,823	9,552,470

2022-2023 Recurrent Budget Overview

In setting the general parameters for the preparation of the Draft 2022-2023 Budget, the Council endorsed budget parameters which set the maximum combined increase in the overall budget of 2.25%. Overall, the Recurrent Operating Expenditure compared to the 2021-2022 Adopted Recurrent Budget, exclusive of Ownership Costs is 1.85%. It should be noted that given the extent of the proposed Capital Works Program, it is proposed to increase capitalization of the staff costs for the Council's existing staff responsible for the delivery of the Capital works program. As detailed in Table 2 below, the draft Recurrent Budget meets the budget parameters with the exception of Materials and Services, which has been unfavorably impacted by increases in waste collection costs, insurance premiums and contract rates for a number of key services.

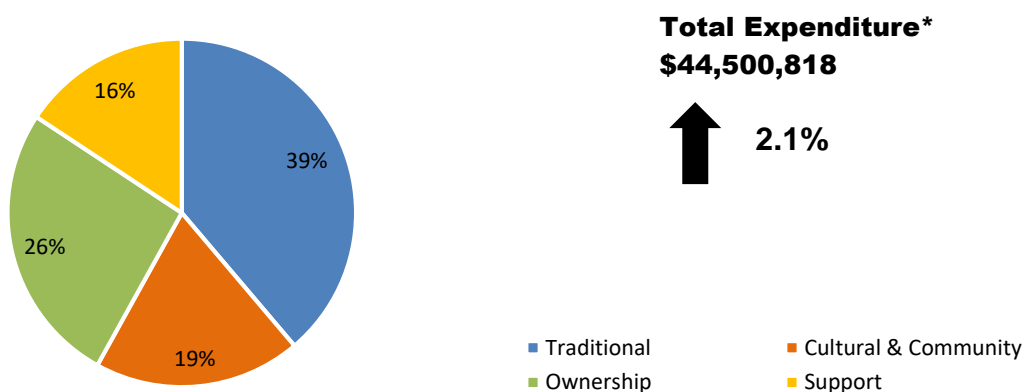
TABLE 2: BUDGET PARAMETERS

	2022-2023	2021-2022*	Movement	% change	Budget Parameter
User Fees	\$3,737,711	\$3,618,720	\$118,991	3.3%	✓
Statutory Charges	\$2,006,750	\$1,865,875	\$140,875	7.6%	✓
Employee Expenses	\$15,974,750	\$15,898,652	\$76,098	0.48%	✓
Material & Services	\$16,817,935	\$16,333,626	\$484,309	3.18%	✗

* Adjusted for impact of Payneham Swimming Centre Closure

As detailed in Figure 1 below, services, programs and activities delivered through the Recurrent Budget (excludes operating projects), can be classified into *Traditional Services*, which are the provision of a range of services, programs and infrastructure to meet the needs and expectations of the community. A number of these services are the responsibility of the Council by virtue of the requirements of the *Local Government Act 1999* and other relevant legislation. Other services, which are classified into *Cultural and Community*, are provided by the Council in response to the community's expectations and/or needs. Together, these services represent 58% (\$25.8 million) of the draft Recurrent Budget. These services, programs and activities are supported by the Councils' *Governance and Administration* structure. These support services represent 16% (\$7.0m) of the draft Recurrent Budget. The final component of the Recurrent Budget is Ownership Costs (\$11.6m). As previously mentioned, these costs are being now incurred as a result of past investment decisions in long term assets and as such the Council has little influence over the value of these costs for the current year. These future costs, can however be influenced, by the decision that are made with respect to the level of capital investment in new and upgraded assets when considering the 2022-2023 Projects Budget.

FIGURE 1: COMPONENTS OF DRAFT RECURRENT BUDGET

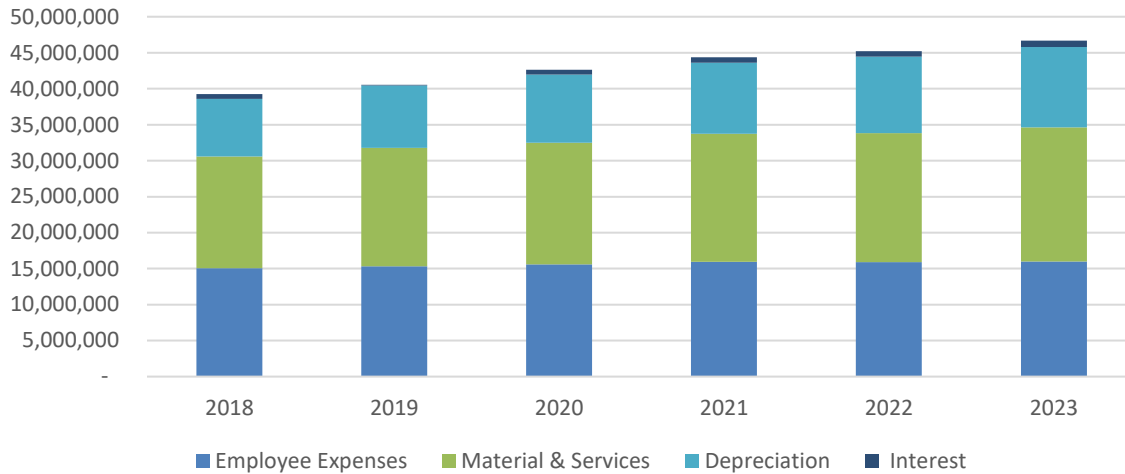


* excludes Regional Landscape Levy

The service, programs and activities which make up each element of recurrent budget is contained in Table 3 below and **Attachment B**.

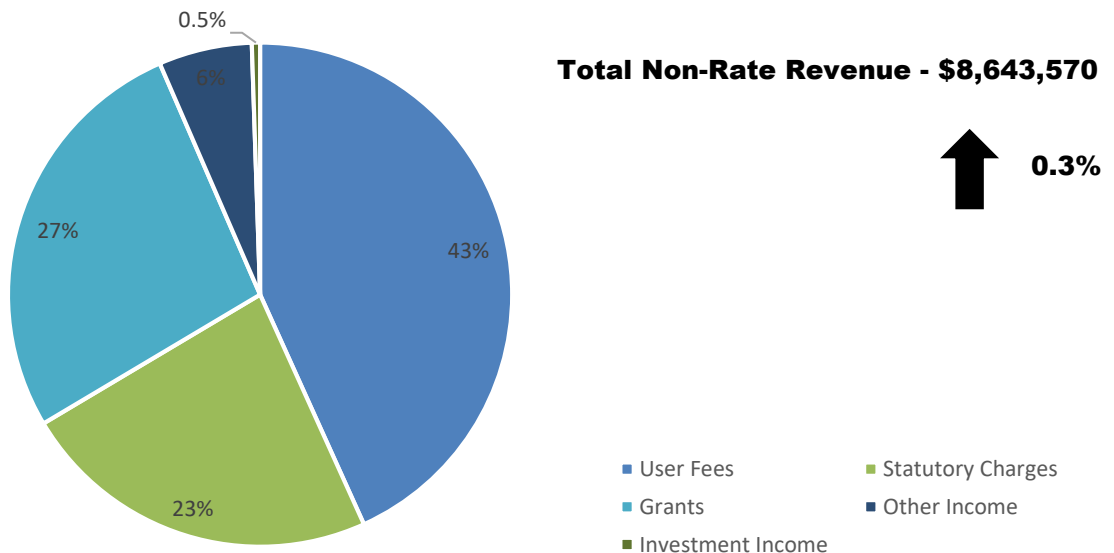
The cost elements of the Recurrent Budget as detailed in Figure 2 below, are Employee Expenses, which represent 35%, Material, Contracts & Other Expenses, which represent 40%, Depreciation which represents 24% and Finance Costs (excluding any new borrowings) which represent 1% of the total draft Recurrent Budget. Over the past five years, Material, Contracts & Other Expenses and Finance costs, as a percentage of the total recurrent budget have been consistent, where as Employee Expenses have been decreasing from 38% of the total budget to 35% and ownership costs increasing from 20% to 23% of the total Recurrent Budget. The overall Recurrent Budget increase for 2022-2023 is 2.1%, with the increase being driven predominately by depreciation expense. It should be noted that the Payneham Memorial Swimming Centre will be redeveloped during 2022-2023 and will close at the end of the 2021-2022 Swimming Season. In comparing the overall Recurrent Budget increase for 2022-2023, the 2021-2022 Adopted Budget has been adjusted to reflect the impact of the Swimming Centre closure.

FIGURE 2 : COST ELEMENTS



Rate revenue is the Council's major source of income and funds in the order of **80%** of the Council's operating expenditure. The balance is funded from non-rate revenue which is predominately made up of User Charges (45%) which incorporate Child Care Centre fees, Swimming Centre charges, Hire and Lease fees associated with Council facilities, HACC Services; Grant Income (27%) and Statutory Charges (21%) which incorporates Dog Registration fees, Parking Infringements, Residential Parking permits, Planning & Development fees, Hoarding Licences, Outdoor Dining permits. Non-rate revenue represents 20% of the Council's total revenue, with the \$8.726 million being factored into the draft Recurrent Budget.

FIGURE 3: BREAKDOWN OF NON-RATE REVENUE



Revenue derived from the Council's main sources of non-rate revenue (statutory and user charges) has remained stable over the last five (5) years. The static and /or diminishing nature of other revenue sources means that the Council is increasingly dependent on Rate revenue to fund the provision of services and programs.

User Charges includes fees payable for the use of the Council’s discretionary services and facilities, with 86% of the Council’s User Charges income being generated from the St Peters Child Care Centre & Pre-school, the Swimming Centre’s and the Norwood Concert Hall.

Statutory Charges includes fees and charges that are set by legislation. In some circumstances, such as Parking Infringements, the fees charged are set at a fixed rate set out in the respective legislation, where as other legislation allows the Council to charge a fee with the value of the fee determined by the Council, up to a maximum limit as set out in the legislation (i.e. Dog Registration Fees). Income earned from Parking Expiration Notices is the main source (57%) of Statutory Charges Income.

Table 3 below sets out additional information on the Recurrent Operating Budget by functional area.

TABLE 3: DRAFT 2022-2023 RECURRENT BUDGET BY FUNCTION

Function	Expenditure	Income	Net Operating Surplus / (Deficit)
Rates	1,383,353	39,504,888	38,121,535
Traditional	17,269,553	2,897,341	(14,372,212)
Infrastructure Management	4,240,819	365,000	(3,875,819)
Waste & Recycling Services	4,536,706	43,000	(4,493,706)
Trees, Parks, Sports & Recreation	4,567,109	330,591	(4,236,518)
Economic Development, Regulatory Services, Environment & Planning	3,924,919	2,158,750	(1,766,169)
Cultural & Community	8,566,075	4,667,779	(3,898,296)
Community Services Health Aged & Youth Services	4,721,115	3,814,169	(906,946)
Libraries & Community Facilities	2,919,751	845,810	(2,073,941)
Community Events, Arts & Heritage	925,209	7,800	(917,409)
Governance, Communications & Administration	6,991,457	1,152,250	(5,839,207)
Governance,	1,941,262	340,000	(1,601,262)
Administration	4,459,927	792,250	(3,667,677)
Communications	590,268	20,000	(570,268)
Ownership	11,673,733	43,500	(11,630,233)
Total	45,884,171	48,265,758	2,381,587

2022-2023 Proposed Operating Projects

The Draft Budget, as detailed above in Table 1, incorporates a funding allocation for new Operating Projects to the value of \$1.553 million. Operating Project expenditure is offset by income of \$492,000, which includes Roads-to-Recovery Funding. As Committee Members are aware, Roads-to-Recovery Funding is utilized to fund the Civil Infrastructure Renewal Program.

The proposed Operating Projects for 2022-2023 have been broken down into a number of categories as detailed in Table 4 below:

TABLE 4: OPERATING PROJECT CATEGORIES

Operating Project Category	2022-2023 Proposed Operating Projects \$	2021-2022 Carry Forward Operating Projects \$
Proposed New Projects arising from:		
• Proposals submitted by Elected Members	36,000	-
• Events & Awards	218,000	-
• Traffic Management Initiatives	281,000	25,000
• Environmental Initiatives	52,000	13,000
• Council Operational Plans - <i>Smart Cities, Emission Reduction, Open Space & Playground Strategy etc.</i>	280,000	219,870
• Corporate & Governance	375,000	68,794
• Other	210,000	102,574
Total Operating Projects Expenditure	1,552,000	429,238

In addition to the new Operating Projects, there are a number of Operating Projects that were adopted as part of the 2022-2023 Budget, that are not anticipated to be completed by 30 June 2022. A review of the current year's Operating Projects has been undertaken and based on a review of year-to-date expenditure, the Draft Budget, as detailed above, includes a funding allocation for 2021-2022 Operating Projects to be carried forward of \$429,000. The Draft Budget will be adjusted accordingly following the 2021-2022 Third Budget Update. Operating Projects carried forward will be funded by cash reserves.

In undertaking the assessment of the proposed Operating Projects, the following projects are not recommended to be included within the Draft 2022-2023 Operating Projects Budget. The projects and the reasons for not supporting the funding submission are detailed below.

Part-time Biodiversity Officer

The funding submission proposed to employ a part time biodiversity officer to assist with Council's projects to restore native understorey vegetation in strategic locations, such as River Torrens Linear Park and other reserves and manage the Council's programs to remove synthetic grass from nature strips and verge greening program. The funding submission is not recommended as it is not considered that it will deliver the desired outcome as it does not address on-going resourcing required to undertake the desired planting. In addition, the management of the removal synthetic grass from nature strips and verge greening program, is essentially a program administration activity that requires a different skill set to a Biodiversity Officer.

A copy of the funding submissions is contained in **Attachment C**.

Budgeted Capital Projects

The Draft 2022-2023 Budget, as presented, incorporates Capital Projects to the value of \$ 51.3 million inclusive of 2021-2022 carry forwards and staff costs of \$1.280 million which are capitalised (i.e. staff involved in the delivery of the projects involving physical assets) and included in the final asset cost.

Of the proposed Capital Project spend, 54% relates to major asset upgrades that were adopted as part of the 2021-2022 Annual Business Plan, with the construction programs for the upgrades to commence and be finalised during the 2022-2023 financial year. In addition, the proposed Capital Budget includes one (1) new major upgrade project, the Cruickshank Reserve Facilities Upgrade. This project was endorsed by the Council at its meeting held on 7 March 2022 and has been submitted as the preferred project to be funded by the Federal Government Local Roads and Community Infrastructure funding program Phase 3. The Council has, on application, a funding allocation of \$889,000 to be spent by June 2023. While the initial cost estimate to undertake the works to construct a new multipurpose building to support tennis, netball and other recreation activities at the Reserve, was in the order of \$800,000, due to supply and other market pressures, the cost estimate to undertake the redevelopment is likely to be in the order of \$1 million. In addition, due to market pressure for labour and materials, there is a potential that the works may not be completed within the required timeframe, putting at risk the Council's access to the available funding.

This expenditure is offset by Capital Funding which incorporates grants and other revenues to the value of \$9.6 million, which results in a net cost to Council of \$41.6 million. The proposed Capital Projects for 2022-2023, have been broken down into a number of categories as detailed in Table 5 below.

TABLE 5: CAPITAL PROJECT CATEGORIES

Capital Project Category	2022-2023 Proposed Capital Projects \$
Whole-of-Life Capital Works Program	
• Road Resealing	4,591,018
• Footpath Reconstruction	897,338
• Kerb Reconstruction	1,779,290
• Stormwater Drainage Program (inc. carry forward budgets) *	9,534,205
Other Infrastructure Asset Renewal	2,196,000
Major Projects (inc. carry forward budgets)	28,796,960
Quadrennial Art Project (inc. carry forward budgets)	258,762
Non-Infrastructure Renewal	348,000
New IT Projects	174,400
Minor projects carried forward	1,403,645
Capitalisation of Salaries (existing staff)	1,280,124
Total Capital Projects Expenditure	51,259,743
Capital Funding	9,629,823
Net Cost	41,629,920

**includes \$2million carried forward for Trinity Valley Stage 1. A grant application for \$3.6 million has been lodged to assist in funding Stage 2 and Stage 3 of the Trinity Valley Drainage upgrade. Should the funding application be un-successful, the program will be scaled back.*

It should be noted, that while the Council's *Public Art Policy* states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, the *Public Art Policy* also states that the funding allocation is subject to annual budget deliberations.

A review of the current year Capital projects has been undertaken and based on a review of year to date spend and project timelines, the Draft Budget, as detailed above, includes a funding allocation for 2021-2022 Capital projects to be carried forward of \$11.6 million. The Draft Budget will be adjusted accordingly following the 2021-2022 Third Budget Update.

In undertaking the assessment of the proposed Capital Projects, the following projects are not supported to be included within the Draft 2022-2023 Capital Projects Budget. The projects and the reasons for not supporting the funding submission are detailed below.

Adey Reserve Masterplan

The 2021-2022 Budget contains a funding allocation of \$50,000 to develop a Masterplan for Adey Reserve. The Funding submission requests the funding allocation to be increased to \$60,000. The current funding allocation is considered adequate, as such the funding submission is not recommended for inclusion in the draft Budget.

Mary MacKillop Park Playground

The funding submission proposes the installation of a playground on Mary MacKillop Park to provide opportunities for further activation in this space and provide an ancillary recreational offering to users of the Norwood Swimming Centre. It is proposed that the playground be suitable for a range of ages and all abilities. Given the proximity to the Norwood Swimming Centre and the development of Norwood Swimming Centre Masterplan, the funding submission is not recommended as the redevelopment of the reserve should be considered as part of the Norwood Swimming Centre Masterplan.

A copy of the funding submissions is contained in **Attachment C**.

Borrowings

Proposed capital expenditure of \$51.3 million, as detailed in **Attachment A**, is proposed to be funded as follows:

- | | |
|--|---------------|
| • Use of depreciation recovered through rate revenue | \$ 11,158,733 |
| • Roads to Recovery Funding | \$362,000 |
| • Grant Funding and other capital funding | \$9,629,823 |
| • Borrowings and cash reserves | \$30,109,187 |

In determining the timing and the level of borrowings required to fund the capital program, consideration has been given to the cash flow requirements and to intergenerational equity between current and future users (that is, an asset is funded from loan borrowings which is paid off over the life of the asset rather than raising rate revenue from current rate payers to pay for the asset). Whilst these considerations have formed part of the budget model, they will be reviewed and reconsidered before the decision to commit to any borrowings.

Given the nature of the major projects to be undertaken, to minimise the interest costs and debt servicing needs, it is recommended that the Council utilise the Discounted Cash Advance Facilities in place to fund the cashflow required during the construction phases as opposed to the utilisation of the standard fixed period debenture loans.

OPTIONS

The purpose of this report is to provide the opportunity to provide comment on the Draft Budget prior to the Council considering and endorsing the Draft Budget. In this regard, the Audit Committee has the following options in respect to the consideration of this matter;

- endorse 'in principle' the Draft 2022-2023 Budget, set out in the Financial Statements contained in **Attachment D**, which incorporates the proposed Operating and Capital Projects contained in **Attachment A**; or
- recommend to the Council amendments to the Draft 2022-2023 Budget, set out in the Financial Statements contained in **Attachment D**, which incorporates the proposed Operating and Capital Projects contained in **Attachment A**.

CONCLUSION

The Draft 2022-2023 Budget as presented in this report is based on the Council continuing to deliver its existing services, program and activities.

To ensure that a responsible budget is set, the Council has adopted a series of Budget Parameters, to guide Council Staff in preparing their respective budget estimates. As detailed in this report, the Draft 2022-2023 Recurrent Budget has been delivered with reference to these guidelines and where the parameters have not been achieved, the reasons have been provided.

Financial sustainability underpins the Council's Financial Goals and Outcomes, which are set out in the Long-Term Financial Plan. In general terms, financial sustainability is ensuring that the Council has the financial resources to meet the long-term service and infrastructure needs of the community, without any sharp increases in rate revenue or cuts in service provision and standards.

From an operational perspective, financial sustainability is being able to manage the conflict between keeping rate revenues increases to a reasonable level, maintaining existing service standards and spending on new services and major capital investments.

Decision regarding the Draft 2022-2023, need to take into account the impact on the Council's ability to continue to meet its operational and financial outcomes in the future.

With reference to the financial targets set out in the Long-Term Financial Plan, Table 6 sets out the performance of the Draft 2022-2023 Budget, as set out in this report, against the LTFP Financial Outcomes.

TABLE 6: LONG TERM FINANCIAL PLAN TARGETS

Outcome	Measure	Target	Draft Budget	
A Balanced budget	Operating Ratio <i>Measures the Councils Operating result, whether that be a surplus or deficit as a percentage of operating revenues</i>	Between 0% and 10%	1.1%	✓
Rate Stability	Rate Revenue Increase <i>The annual increase in revenue generated from general rates</i>	Between 3% and 6%	5%	✓
Infrastructure and Asset Management	Asset Sustainability Ratio <i>Measures the rate at which the Councils assets are being renewed or replaced against the Infrastructure & Asset Management Plan</i>	Between 90% and 110% <i>on a rolling three (3) year average</i>	130%	✗
Debt Management	Net Financial Liabilities Ratio <i>Measures the percentage operating revenues that would be required to settle the net amount owed by the Council.</i>	Less than 75%	84%	✗
	Debt Servicing Ratio <i>Measures the Councils commitment to interest costs and debt repayments are met by general rate revenue</i>	less than 15%	6%	✓

COMMENTS

If Committee Members have any questions in relation to specific budget items or proposed allocations, please do not hesitate to contact the General Manager, Corporate Services on 8366 4585, prior to the meeting as these discussions may assist in resolving any enquiry prior to the meeting.

RECOMMENDATION

That the report be received and noted.

Attachment A

Draft 2022-2023 Budget

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Infrastructure Management							
Capital	Capital Work Program Traffic Control	To deliver the 2022-2023 Civil Infrastructure Capital Works Program ("the Capital Works Program") for the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the "Whole-of-Life" allocation set out in the Council's Roads, Footpaths & Kerbs Infrastructure & Asset Management Plan (2020).	180,001	-	180,001	-	-
Capital	Capital Works Program Footpath		897,338	-	897,338	-	-
Capital	Capital Works Program Kerb		1,779,290	-	1,779,290	-	-
Capital	Capital Works Program Road Resealing		4,591,018	532,298	4,058,720	-	-
Capital	Drainage Program <i>Includes carry forward funding</i>	To deliver the 2022-2023 Stormwater Drainage Program which involves enhancement of the Council's drainage network. The Program includes the design and upgrade of the Council's trunk stormwater drainage network as directed by the City-Wide Floodplain Mapping project. The Program has been developed in accordance with the objectives and goals contained in the Council's Stormwater Drainage Infrastructure & Asset Management Plan (2020)	9,534,205	3,635,823	-	5,898,382	1,950,000
Capital	Linear Park Path Upgrade <i>Includes carry forward funding</i>	The reconstruction of the shared path along the River Torrens Linear Park between the intersection of Battams Road/Ninth Street Royston Park and Twelftree Reserve, Collage Park, encompassing a section of the path that passes through Dunstan Adventure Playground. Once completed, pedestrian and cyclist capacity will be increase whilst improving safety and accessibility for all ages and abilities. This is a continuation of Stage 1 of the River Torrens Shared Path enhancement Project which was completed in 2019. The upgrade will be delivered over two financial years, with the total project cost estimated to be \$2.975 million 2021-2022 - \$204,000 2022-2023 - \$2.771 million The Council secured \$1.350 million as part of the State Governments Open Space & Places for People Program	2,770,918	1,350,000	623,300	797,618	1,945,000

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Capital	Plant Replacement	Replacement of plant and vehicles utilised by City Services Field staff in the delivery of maintenance services associated with Council's assets.	136,000	18,000	118,000	-	-
Capital	St Peters Street Streetscape <i>Includes carry forward funding</i>	<p>Delivers of the Concept Plan endorsed by the Council in 2019-2020, which was designed to enhance St Peters Street and builds on the recent upgrades to the St Peters Precinct, which included Linde Reserve-Dunstone Grove, the St Peters Town Hall Complex and the Avenue of Honour along St Peters Street to Second Avenue.</p> <p>The estimated project cost is \$4.5 million, which includes civil infrastructure renewal works and stormwater drainage works to the value of \$1.5 million. These elements have been accounted for in the recently adopted Infrastructure & Asset Management Plans.</p> <p>The Project was scheduled to be delivered over two financial years, with the estimated spend being incurred as follows:</p> <ul style="list-style-type: none"> • 2021-2022 - \$1.270 million • 2022-2023 - \$3.076 million <p>The Council secured \$1.270 million as part of the Federal Governments Local Government and Community Infrastructure Program Extension.</p>	3,076,042	200,000	1,500,000	1,376,042	700,000
Capital	The Parade Master Plan <i>Includes carry forward funding</i>	The Parade Masterplan was endorsed by the Council in May 2019. Stage 2 encompasses the design development for the Parade between Fullarton Road and Portrush road, and detail design and construction documentation for George Street between the intersection of The Parade and Webbe Street.	2,061,000	-	-	2,061,000	889,000
Operating	40 kph Speed Limit Implementation – Norwood & Kent Town <i>Includes carry forward funding</i>	To undertake associated works to implement an area speed limit of 40km/h in Norwood & Kent Town (except The Parade, The Parade West and Osmond Terrace)	50,000	-	50,000	-	25,000

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Street Lighting Renewal & Upgrade	Delivery of minor street lighting upgrades for streets which have non-compliant street lighting	40,000	-	40,000	-	-
Operating	Sydenham Road Street Lighting Upgrade	Delivery of street lighting upgrades along the length of Sydenham Road, Norwood	60,000	-	60,000	-	-
Operating	Signalised Pedestrian Crossing – Magill Road	To install a pedestrian crossing on Magill Road between Trinity Gardens and Beulah Park. The City of Burnside will co-fund the installation.	230,000	115,000	115,000	-	-
Operating	Traffic Engineer	Employment of a Traffic Engineer with a fixed term three-year contact to assist the Manager, Traffic & Integrated Transport to manage and deliver the Council's traffic management function in an efficient and effective manner.	101,000	-	101,000	-	-
Operating	Evaluation of 40kph – Stepney & Maylands	To evaluate the outcomes of the implementation a 40 km/h area-wide speed limit in Stepney, Maylands and Evandale in 2019. The funding is requested to outsource the evaluation study to a suitable qualified Traffic Engineering Consultancy.	25,000	-	25,000	-	-
Trees Parks Sport & Recreation							
Capital	Burchell Reserve Upgrade <i>Includes carry forward funding</i>	The redeveloped Burchell Reserve will establish a contemporary setting, whilst improving the amenity of the Reserve through new community tennis courts, seating, refurbished toilets and landscaping that would create a gathering point for the community and encourage social interaction.	2,600,000	-	388,000	2,212,000	2,026,000
Capital	Dunstan Adventure Playground Redevelopment	The Dunstan Adventure Playground is identified in a number of the Council's strategic documents as one of four Regional Level Playgrounds within the City of Norwood Payneham & St Peters. The intent of the Project is to construct a new Playground, whilst maintaining some of the key elements that are well loved by the broader Adelaide community.	900,000	450,000	-	450,000	-
Capital	Payneham Swimming Centre <i>Includes carry forward funding</i>	The full redevelopment of the Payneham Memorial Swimming Centre, as per the Council's Swimming Centres Strategy and endorsed concept plans	16,500,000	2,800,000	-	13,700,000	2,500,000

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Capital	Recreation & Open Space Infrastructure Works Program	To deliver the Recreation & Open Space Works Program 2022-2023 ("the Program") which will see the replacement and upgrade of various assets as identified and as allowed for in the Council's Recreation & Open Space Infrastructure & Asset Management Plan (2020).	1,190,000	-	1,190,000	-	-
Capital	Cruickshank Reserve Facility Upgrade	Cruickshank Reserve, located in Maylands, contains the 'Maylands Sports Centre' comprising tennis and netball playing courts, a small building (31 sqm) with a clubroom/kitchen area and toilets, a veranda and storage shed. The Project proposes the demolition of the existing building, veranda and storage shed and the construction of a new multipurpose building to support tennis, netball and other recreation activities at the Reserve.	889,000	889,000	-	-	-
Operating	Street Tree Planting <i>Includes carry forward funding</i>	To increase the minimum street tree planting to 500 trees per financial year, from the current minimum 300.	100,000	-	50,000	-	50,000
Operating	Tree Management Policy and Strategy <i>Includes carry forward funding</i>	The 2022-2027 Tree Strategy which guides the management, financial planning, planting and maintenance of all trees within the City (with a particular focus on street trees). The Strategy sets out a number of actions to be taken over the life of the plan to ensure the delivery of the strategy. Year one implementation includes the development of Guidelines aim to provide staff with a 'one stop shop' for all things relating to Council owned tree plantings and maintenance requirements.	45,000	--	25,000	-	20,000
Operating	Adopt A Tree	The program aims to educate the community about the importance of trees and encourage the retention of trees	2,000	-	2,000	-	-
Operating	Open Space and Playground Strategy	The Open Space and Playgrounds Strategy will result in a new and more holistic and integrated approach to the City's open space assets (physical and natural) and how they are maintained and developed. This project presents the opportunity to integrate a number of existing strategies into a single strategic document, which represent the multitude of uses and fulfil the multiple functions which are required of the contemporary urban environment.	15,000	-	15,000	-	-

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Economic Development, Regulatory Services, Environment & Planning							
Operating	Investment Prospectus	To deliver an Investment Prospectus publication which includes background information on the fabric of the City, highlight the competitive strengths and key sectors, and incorporate social and environmental aspects, which contribute to the overall attraction and vibrancy of the City.	20,000	-	20,000	-	-
Operating	Eastside Business Awards	To recognise the best small businesses – retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters	40,000	-	40,000	-	-
Operating	Dog & Cat Management Plan Education Campaign	To implement an education campaign as required by the Council's 2019-2024 Dog & Cat Management Plan. The purpose of the education campaign is to educate the community in relation to: <ul style="list-style-type: none"> - the new legislative requirements relating to microchipping and desexing of dogs and cats; and - the general principles of responsible dog and cat ownership. 	20,000	-	20,000	-	-
Operating	Greening of Verges Program	The funding is requested to cover the cost of excavating compacted materials and supplying and spreading loam for approved applications to green verges on a 'first come first served' basis, subject to such applications meeting eligibility criteria.	25,000	-	25,000	-	-
Operating	Raising the Bar Adelaide	The event is aimed at making education a part of the City's popular culture by simply mixing learning and debate into a fun-night out.	37,000	-	37,000	-	-
Operating	Smart City Technology Plan	Introduction of Smart Parking technology to monitor and manage car parking in the ground floor of the Webbe Street carpark, Norwood	80,000	-	80,000	-	-
Operating	Sustainable Garden Awards	To host a series of free sustainable gardening events to encourage the community to adopt sustainable gardening practices with long term environmental benefits.	11,000	-	11,000	-	-

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Urban Greening Program 2021	To encourage the City of Norwood Payneham & St Peters community to plant trees and natives within private land that increases, enhances and adds value to the City green cover including canopy and increases biodiversity and habitat. The project includes: <ul style="list-style-type: none"> - via the implementation of a Tree Incentive to citizens by giving vouchers towards purchasing a tree; - via a Native Plant Giveaway by giving a native plant pack (six seedlings/tube stock) to citizens 	25,000	-	25,000	-	-
Operating	Marryatville Precinct Master Plan	In partnership with the City of Burnside, to deliver a Masterplan for Marryatville Precinct, which contains a clear vision and design framework for the future development and activation of the Precinct, as well as set out opportunities for improved greening, landscaping, streetscape work, traffic management, and people movement to support the diverse social, business and cultural heritage of the area.	40,000	-	40,000	-	-
Community Events, Arts and Heritage							
Capital	Quadrennial Art Project Includes carry forward	Installation of the Major artwork. The Council's Public Art Policy states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council. For 2022-2023 Financial Year, the allocation to the quadrennial art project is \$112,000.	258,762	-		258,762	146,762
Operating	Tour Down Under	Subject to the Council's Expression of Interest being successful, host a Stage of the 2023 Tour Down Under and associated community event	105,000	-	105,000	-	-
Operating	25 years of NPSP	To host a reception to celebrate 25 years of the City of Norwood Payneham & St Peters	25,000	-	25,000	-	-
Operating	Concert Series	To host a three (3) Concert Series in the Norwood Concert Hall	36,000	-	36,000	-	-

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Heritage Protection Opportunities	Undertaken an assessment to identify key risks and opportunities for the Council in regards to its unprotected built heritage, to investigate and prepare a proposal to initiate a new Code Amendment to extend heritage and/or historic area protections.	70,000	-	70,000	-	-
Community, Health Aged & Youth Services							
Operating	Youth Strategy	<p>A program of events and activities that will deliver the Council's Youth Development Strategy. Programs for 2022-2023 include:</p> <p>Sports Week: A week long program incorporating a come and try focus on a range sport options (i.e., basketball, netball, soccer, cricket) including some which may not be considered mainstream sports such as dodgeball, water polo, and bouldering (a form of rock climbing). Each activity will run a come and try for a group of young people with the intention to encourage on-going participation.</p> <p>Sport Vouchers Program: To facilitate connections between local young people and recreation groups and clubs by providing up to \$100 toward sport and recreation club registration and associated fees to eligible young people.</p> <p>Youth Community Cooking: The program aims to provide young people with cooking skills, social interaction and a sense of community. Meals will be provided to those in need through the already established food drive with a not-for-profit community group.</p> <p>Youth Skill Development: To create three (3) new Council youth programs focused on skill development and being able to apply for work. These programs include a Work Experience, Life Skills and School Advisory program.</p> <p>Wheel Park: The project aims to host the Wheel Park Events three (3) times per year during the January, April and October school holiday periods. Each event will have workshops for young people to participate in as well as have the opportunity to practice their riding skills on a flat, sealed surface.</p>	45,000	-	45,000	-	-

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Operating	Access & Inclusion Access Plan	The Council's Access & Inclusion Strategy is due for review in 2022. Pursuant to the South Australian Disability Inclusion Act (2018), the Strategy is a requirement for all State and Local Government entities.	20,000	-	20,000	-	-
Operating	Regional Public Health & Wellbeing Plan	To progress the actions identified in the Regional Health and Wellbeing Plan	10,000	-	10,000	-	-
Libraries & Community Facilities							
Capital	Annual Acquisition of Library Books	The Annual acquisition of Library stock, in order to replenish Library Service collections across the three Library sites	202,000	110,000	85,000	7,000	
Capital	Building Works Program	To deliver the 2022-2023 Buildings Works Program (Capital) ("the Program") for the upgrade of various Council building components, in meeting the strategies and objectives of the Council's Community Buildings Infrastructure & Asset Management Plan (2020).	826,000	-	826,000	-	-
Governance, Communication and Administration							
Capital	Electronic Document Management System	To upgrade the Council's electronic document management system	123,000	-	-	123,000	-
Capital	Website Development	to deliver annual upgrades and improvements to the City of Norwood Payneham & St Peters website	10,000	-	10,000	-	-
Capital	iPad Refresh for Elected Members	To replace 19 iPad and 16 Logitech keyboard cases. The iPad refresh will reduce the risk of equipment failure, allow the latest IOS to be run and reduce the Council to any cyber attacks	18,400	-	18,400	-	-
Capital	Wi-Fi Refresh	To upgrade the Wi-Fi equipment and future proof the Wi-Fi solution for existing users and to enable guest Wi-Fi at Council offices.	26,000	-	26,000	-	-

2022-2023 Draft Budget Operating and Capital Projects

	Project Name	Project Description	Project Expenditure \$	Grant Funding \$	Rate Revenue \$	Borrowings & Other Funding \$	Carry forward \$
Capital	IPAD for Field Staff	To procure an additional eight Ipad's for the City Services, Civil Maintenance and Parks & Gardens Teams. Annual data cost and ongoing management cost for new iPad purchased for City Services	13,000	-	6,000	7,000	-
Operating	Local Government Elections	The Local Government Election will be held in November 2022 and funding is required to conduct the election.	200,000	-	200,000	-	-
Operating	Service Reviews	To engage suitably qualified consultants to undertake reviews of key Council services and processes to ensure they are provided in a efficient and effective manner.	100,000	-	100,000	-	-
Operating	Land & Building Valuation	To undertake the five (5) year independent valuation of Council building and other structures and to upload Building assets to Conquest to enable effective asset management plans and maintenance programs to be developed based on asset condition.	75,000	15,000	60,000	-	-

Attachment B

Draft 2022-2023 Budget

City of Norwood Payneham & St Peters
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Telephone 8366 4555
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City of
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2022-2023 Draft Budget

Recurrent Budget by Function

	Income	Expenditure	Surplus /(Net Cost)
Infrastructure Management	365,000	4,767,427	(4,402,427)
Asset Maintenance (Admin)	-	879,343	(879,343)
Asset Management	-	339,184	(339,184)
Footpath, Kerb & Watertable	-	639,628	(639,628)
Plant & Equipment	-	335,959	(335,959)
Public Lighting	-	578,500	(578,500)
Road & Traffic Management	365,000	691,558	(326,558)
Stormwater Network	-	193,822	(193,822)
Streetscape Maintenance	-	1,109,433	(1,109,433)
Waste Management	43,000	4,536,706	(4,493,706)
Hard Waste, E Waste & Illegal Dumping	-	409,706	(409,706)
Public Litter Bin	-	155,000	(155,000)
Waste Collection	43,000	2,097,000	(2,054,000)
Waste Disposal	-	1,875,000	(1,875,000)
Trees Parks Sport & Recreation	330,591	4,040,501	(3,709,910)
Parks & Gardens	-	663,713	(663,713)
Reserve Maintenance	-	1,506,235	(1,506,235)
Sporting & Recreational Facilities	95,450	532,747	(437,297)
Street Trees	-	778,325	(778,325)
Swimming Centres	235,141	559,481	(324,340)
Economic Development, Regulatory Services, Environment & Planning	2,158,750	3,924,919	(1,766,169)
Animal Management	164,500	73,600	90,900
Building Inspections	100,000	249,803	(149,803)
City Planning	398,500	1,697,586	(1,299,086)
Creek Maintenance	54,000	93,000	(39,000)
Economic Development	128,500	295,276	(166,776)
Environmental Management	-	145,701	(145,701)
Parking Management	985,250	152,000	833,250
Pest Management	-	143,790	(143,790)
Precinct Management	215,000	552,802	(337,802)
Regulatory Services	113,000	521,361	(408,361)
Community, Health Aged & Youth Services	3,814,169	4,721,115	(906,946)
Child Care Centre	2,608,500	2,496,788	111,712
Community Programs	78,500	101,322	(22,822)
Community Support & Development	-	170,668	(170,668)
Health Services	-	592,000	(592,000)
Home & Community Care	1,127,169	1,060,238	66,931
Volunteer Services	-	148,046	(148,046)
Youth Services	-	152,053	(152,053)

	Income	Expenditure	Surplus /(Net Cost)
Libraries & Community Facilities	845,810	2,919,751	(2,073,941)
Community Facilities	-	356,350	(356,350)
Facilities for Hire	82,600	193,732	(111,132)
Facilities for Lease	239,610	63,925	175,685
Library Services	148,000	1,796,334	(1,648,334)
Norwood Concert Hall	375,600	338,524	37,076
Property Services	-	170,886	(170,886)
Community Events, Arts and Heritage	7,800	925,209	(917,409)
Community Arts	5,000	173,296	(168,296)
Cultural Heritage	-	187,365	(187,365)
Events	2,800	564,548	(561,748)
Governance, Communication and Administration	1,159,950	6,991,457	(5,831,507)
Administration	790,000	559,000	231,000
Communications	20,000	590,268	(570,268)
Corporate Governance	340,000	1,941,262	(1,601,262)
Customer Service	2,250	460,575	(458,325)
Financial Management & Services	-	827,445	(827,445)
HR & Employee Services	-	668,802	(668,802)
Information Management Services	-	1,557,100	(1,557,100)
Rates Management	7,700	387,005	(379,305)
Ownership & Financing	43,500	11,673,733	(11,630,233)
Depreciation	-	11,158,733	(11,158,733)
Financing	43,500	515,000	(471,500)
Rates	39,497,188	1,383,353	38,113,835
General Rates	38,113,835	-	38,113,835
Regional Landscape Levy	1,383,353	1,383,353	-
Total	48,265,758	45,884,171	2,381,587

Attachment C

Draft 2022-2023 Budget

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
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& St Peters**



FUNDING SUBMISSION

BUDGET YEAR 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Civil Infrastructure Capital Works Program 2022-2023

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Civil

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

To deliver the Civil Infrastructure Capital Works Program 2022-2023 ("the Capital Works Program") for the replacement and upgrade of selected segments of roads, footpaths and kerbs, in accordance with the "Whole-of-Life" allocation set out in the Council's Civil Infrastructure Asset Management Plan (2020).

In accordance with the requirement of the Local Government Act, the Council has adopted various Asset Management Plans. These Plans set out the Council's strategies and objectives with respect to its management and development of its major assets, including civil infrastructure (i.e. roads, footpaths and kerbs).

The Plans also set out the "Whole-of-Life" allocations and expenditure which are required annually to upgrade the Council's major assets. The delivery of the Capital Works Program is therefore essential in meeting the Council's obligations and commitments, as set out in the adopted Plan.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

A copy of the Capital Works Program is attached.

The ongoing commitment to the upgrade, replacement and rehabilitation of the City's civil infrastructure will ensure that these assets remain fit for purpose. This will also ensure these assets remain at their existing overall good condition level which is vital in protecting and enhancing the wellbeing of our community.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

One of the key objectives of the Council's *CityPlan 2030* is to provide a people friendly, integrated and sustainable transport and pedestrian network. The City's existing civil infrastructure provides the very foundation of achieving this objective. The Capital Works Program allows the Council to maintain its civil infrastructure to a level which would allow it to continually achieve this goal.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place.

The replacement of existing bluestone kerbs preserves the history and sense of place along relevant street within the City. Various new practices such as large tree wells for every street within residential streets will allow for greater uniformity throughout and a sense of identity within the City.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Environmental Sustainability:

A leader in environmental sustainability.

Utilising recycled materials as part of the reintroduction to Council assets (ie. road resealing and kerbing)

RELATIONSHIP TO ORGAINSATONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed.

The Capital Works Program consists of many integrated streets whereby road reseals, kerbs and footpaths are being constructed as a single project. This is a prime example of how staff have liaised with each other and come together to achieve an integrated outcome.

Capability

Enabling Organisational capability and capacity through "Our People".

Engaging staff from various departments within the Council to have input into the deliveries associated with the components of the Capital Works Program

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.

Seeking input from outside the organisation to provide development and technical advice in our future direction. This will then be applied within the organisation throughout various Departments.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace.

Work, Health and Safety (WHS) measures and systems are put in place by Council staff and the Council's Contractors engaged to deliver the on-ground works associated with the Program ensures everyone's safety is a key at all times.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People".

The Capital Works Programs is in part derived from the Council's four-yearly Asset Condition Audit of its civil infrastructure.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Road Reseals: current potholes and badly cracked roads can result in sinkholes, pavement failure and damage to all users.

Kerbing: lifted and badly broken kerbs can result in significant stormwater issues, water seepage into the pavement below the road surface and damage to road users.

Footpaths: lifted, potholed and cracked footpaths ultimately serve as a high risk to pedestrians.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The Council could be liable for significant damage to vehicles, pedestrians and houses should they not be addressed immediately.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no known constraints or expectations that will impact on the delivery of the Capital Works Program.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

- Whole of Life Asset Management Model;
- Civil Infrastructure Asset Management Plan (2020); and

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The Council adopted its current Civil Infrastructure Asset Management Plan (2020) at its meeting held on 18 January 2021

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The Council's Project Officer, Civil will primarily be responsible for the delivery of the Capital Works Program. However, in terms of designs etc. required for the delivery of integrated outcomes, various staff from across the organisation will have an input and be involved.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

In addition to the designs for integrated outcomes, various Council staff will also be required to review existing linemarking schemes for the road resealing and kerb replacement components of the Capital Works Program. This will ensure that opportunities are achieved in terms of addressing ongoing on-street parking issues or implementing cycling strategies associated with linemarking as contained in the Council's City-Wide Cycling Plan.

FUNDING REQUEST

FUNDING IMPLICATIONS
BUDGET ESTIMATE:
(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN	2022-2023
	\$
Income (estimate)	
Road Seal	
• R2R (estimate)	362,298
Footpath	
Kerbing	
Capital Upgrades	
• Black Spot	170,000
TOTAL	532,298
Capital Expenditure	
Road Seal	3,986,795
Footpath	897,338
Kerbing	1,779,290
Traffic Control Device Renewal	180,001
Off Road Carparks	0
Linear Park Path	0
Capital Upgrades	604,226
Operating Expenditure	
• Labour	
• Contractors/materials	
TOTAL	7,447,650
Total Cost to Council	6,915,352
Ongoing Operational Savings	
Labour	
Contractors/materials	
To be included in Recurrent Operating Budget	No

The Budget estimate for 2022-2023 Capital Works Program is **\$6,915,352** which is based on the Council Whole of Life Asset Model. The Budget estimate is indexed annual by CPI and adjusted accordingly based on the requirements and needs of the Capital Works Programs. Refer to the attached program for details of the complements of the Capital Works Program.

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Scott Dearman
Project Manager, Assets

28 February 2022

Supported by

Peter Perilli
General Manager, Urban Services

28 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER
THIS PROJECT HAS BEEN INITIATED BY:

N/A

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

N/A

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW
APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX: RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	\$	\$	\$	\$	\$	\$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Drainage Program 2022-2023

RESPONSIBLE GENERAL
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

To deliver the Drainage Program 2022-2023 (the "Program") which involves enhancement of the Council's drainage network.

The Program includes the design and upgrade of the Council's trunk stormwater drainage network as directed by the City-Wide Floodplain Mapping project.

The Program has been developed in accordance with the objectives and goals contained in the Council's Stormwater Management Infrastructure Asset Management Plan (2020) and the Floodplain Mapping and Management Strategy (2019).

An application has been made to the Federal Government's *Preparing Australian Communities - Local Stream* program (the "Grant") for 50% of the construction and project management cost estimated to be incurred in the delivery of all four (4) stages of the Trinity Valley Drainage Upgrade (the "Project"), being approximately \$9.9m.

The *Preparing Australian Communities - Local Stream* program is one component of the *Preparing Australia Program* targeting support to locally identified and locally led projects that will improve the resilience of communities against natural hazards. Round 1 will focus on projects that will improve the resilience of communities against bushfires, flood and tropical cyclones. While projects are eligible across Australia, the program will prioritise selected Local Government Areas (LGAs) based on impact risk level informed by the Australian Climate Service and state and territory governments, of which the City has been identified for flood risk.

The intended outcomes of the grant opportunity are to support communities to undertake disaster risk reduction initiatives that provide public benefit through reducing the impact of future natural hazards on Australian communities and the burden (cost and time) of recovery in communities following future disasters.

Should the Grant application be successful, the grant will be delivered over three (3) financial years from 2022-2023 to 2024-2025.

The attachment contains two scenarios. Scenario 1 is where the Grant application is successful, and Scenario 2 is where the Grant application is not successful.

Further opportunities for grant funding will be explored with the Stormwater Management Authority and Green Adelaide as they arise.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

Increase flood protection to private properties, reduce the level of localised flooding through known parts of the City, repair drainage assets, improve the service level provision of drainage infrastructure to current standards and continue proactive management of drainage asset inspections to identify issues which need to be addressed.

Drainage projects and scope of works will be prioritised as the review progresses and as per the Council's resolutions.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

Upgrading the City's drainage network on a priority basis will increase the level of flood protection at locations experiencing flooding.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place.

Economic Prosperity:

A dynamic and thriving centre for business and services.

By increasing the flood protection at locations experience flooding there will be less economic loss during rain events where flooding pre drainage upgrade would have occurred.

Environmental Sustainability:

A leader in environmental sustainability.

Environmentally sustainable options are investigated during the site specific design process.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed.

Departments work collectively and collaboratively to shared outcome.

Capability

Enabling Organisational capability and capacity through “Our People”.

Implementing designs that manage flood risk of storm events while using stormwater in an environmentally sustainable manner.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.

Monitor the outcomes of previous projects and apply learnings to future projects.

Safe & Fair

Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace.

Structure & Framework

Systems and Processes are innovative and supportive of “Our People”.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Residents in high risk locations continue to flood. Reputational damage to Council and community disapproval.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Extreme (2). Following on from multiple flood events in recent times, citizens in high risk locations are actively engaged in the storm water drainage review process and eager to see projects to alleviate the situation constructed. Failure to act and implement recommendations would have catastrophic reputational damage to the Council along with economic loss to the residents.

The increased intensity of rainfall predicted increases the likelihood of flooding events occurring in any given year.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no known constraints which would impact on the delivery of the Project at this time. The priority order of projects is subject to change following on from the strategic review.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e., Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Stormwater Management Infrastructure Asset Management Plan (2020).

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The Council endorsed its current Stormwater Management Infrastructure Asset Management Plan (2020) at its meeting held on 18 January 2021. The Council endorsed the City Wide Floodplain Mapping And Long Term Drainage Program (2019) at its meeting held on 4 March 2019.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, internal resources will be required to project manage Program.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

As required, Working Group(s) will be established to provide direct and ongoing feedback to the Council's Consultant(s) / Contractor(s) engaged to undertake the review as well as those engaged to deliver the Program. As required, a Steering Group(s) will also be established to support the Working Group(s) at key milestones throughout the undertaking of the delivery of the Program. The establishment of these Groups is considered to be paramount to the success of the project.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding	TBC					
• User Charges						
• Other						
Total External Funding (a)	TBC					
Expenditure						
• Additional temporary Labour costs						
• Design Costs	\$100,000					
• Construction Costs	TBC					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	TBC					
Net Funds Requested (a-b)	\$3,735,825					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Scott Dearman
Project Manager, Assets

28 February 2022

Supported by

Peter Perilli
General Manager, Urban Services

28 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER
THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW
APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
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Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR 2022 - 2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

City Services Plant Replacement 2022 - 2023

RESPONSIBLE GENERAL MANAGER:

Peter Perilli

PROJECT OWNER:

Manager, City Services Chris McDermott

PROJECT MANAGER:

Works Coordinator Parks & Gardens, Wayne Bambrick
Works Coordinator Civil Maintenance, Adrian Ivanovic

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

Replacement of Plant utilised by City Services Team Members in the delivery of maintenance services associated with Council's built and natural assets.

All plant has a finite serviceable life expectancy. Each year several items of the Councils plant reach the end of their serviceable life expectancy and should therefore be replaced. The plant replacement program has been staggered in order to minimise large increases in financial costs in a given year. Failure to maintain this program of regular replacement of plant will result in spike in costs at some point and the potential to see increased maintenance costs including increased down time to plant and equipment leading to delayed service delivery.

The replacement of Plant in a timely manner will ensure Council maintains a plant and vehicle fleet which is fit for purpose and provides reliability meeting work health safety requirements, and current Australian standards where relevant. It ensures Council funds are spent effectively and efficiently and, assists in projecting a professional image.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

It is proposed to replace the following pieces of plant and equipment in the 2022 - 2023 financial year. However should a more critical business need arise for the replacement of alternate plant (eg. identified WHS risk), which does not result in additional expenditure, that equipment may be replaced as a priority.

One (1) Ride on Mower (\$70,000.00)

The Kubota XX Front Deck Mower has reached the end of its productive life of eleven (11) years of service or approx. 1700 hours, where we now have seen an increase in maintenance requirements, and failure of parts, while we retain ongoing need for the equipment to deliver an efficient fleet of vehicles to service our parks and gardens maintenance requirements. Fleet upgrades can reduce maintenance costs and extend vehicle's lifespan and introduce new technology or more fuel efficient models reducing the fuel costs to the organisation. There is new technology available to reduce or eliminate Councils carbon footprint while undertaking the grass cutting of our Parks & Gardens, although new this would be a good opportunity to explore this technology as it aligns with Councils Environmental policy and objectives.

One (1) Tilt Trainer to transport the Ride on Mower to site (\$20,000.00)

The Parks & Gardens Tilt Trailer has reached the end of its productive life of seventeen (17) years of service, where we now have seen an increase in maintenance requirements, and failure of parts, including a sight bend in the draw bar requiring significant engineering to rectify. The replacement Trailer will be a custom built trailer suitable to transport a wide variety of Ride on Mowers, and other plant and equipment. It will be fitted with LED lighting, weight rated tie down points and a winch to recover equipment if required.

One (1) Concrete Scarifier (\$6,000.00)

The Concrete Scarifier used by the Civil Construction Team to remove trip points from the concrete footpaths has failed and requires replacement. Due to the increased focus on grinding of concrete rather than removal and replacement of the panels which increases the life of the segment of the footpath impacting the renewal program the concrete grinder has been used more frequently which has caused increase wear to all moving parts and was recently damaged beyond repair. To continue to provide this service a replacement Concrete Scarifier is essential. The Concrete Scarifier will be purchased to ensure it meets the requirements of the task and WHS standards.

Testing of Hydralada (\$15,000)

The Hydralada used by the Council Arboriculture teams to deliver the street tree pruning works has reached the time where it is required to undergo its ten (10) year maintenance safety inspection. In normal situations the equipment would be sold prior to this requirement been met, however due to the inability for importers to have stock available and the potential changes to the applicable Standard ASNZS 1418.10, the current projection for the Standard to be revised and placed out for public comment is the first quarter of 2023, it is proposed that we retain the Hydralada and undertake the required inspection. This inspection would see any defects repaired and many of the moving parts replaced which increases the useful life of the plant. The replacement can then be reviewed in the coming years once the Australian standard has been bedded down and the supply chain has overcome the recent COVID-19 delays.

Minor Plant Replacement (Expense \$25,000 – Trade In \$3,000)

An array of minor plant (chainsaws, brushcutters, blowers and saws, etc) will also be required to be replaced. The teams are also exploring new technology with the introduction of improved battery systems for electric minor plant. The majority of this is well under \$2,000 with no individual item greater than \$5,000.

RELATIONSHIP TO CITYPLAN 2030**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

Maintaining an up to date fleet of vehicles ensures that City Services staff carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. Ultimately this leads to existing infrastructure being maintained in a manner which facilitates continued and improved accessibility across Council.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Maintaining an up to date fleet of vehicles ensures that City Services carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. This ensures maintenance on and

presentation of key cultural, historical and 'sense of place' assets is up to date and delivering a sense of ownership and pride for residents.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Maintaining an up to date fleet of vehicles ensures that City Services staff carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. Maintaining Council's owned assets to a high standard, particularly throughout the key business districts is going to aid in the attraction, retention and return of shoppers and visitors and make it a place where people want to do business.

Environmental Sustainability:

A leader in environmental sustainability.

Maintaining an up to date fleet of vehicles ensures that City Services carrying out maintenance tasks can do so safely and efficiently and with minimal down time associated with vehicles being out of service. Ensuring that the care, retention and improvement of existing natural assets is maintained will ensure that the Council maximises the environmental benefits and services of existing stock.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Updated plant provides staff with a greater sense of ownership and pride in the work they undertake which typically materialises in amore engaged and passionate workforce which feels valued.

Capability

Enabling Organisational capability and capacity through "Our People"

N/A

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

By using current equipment reducing the reliance on fossil fuels, and reduced noise impact on the community.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Improved technology and safety features of updated plant result in an instant improvement in the safety of the plant purchased and used. This is achieved through a strong emphasis on safety features throughout the procurement process.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

N/A

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and the Community?***

During the time that some of the Councils plant has been in service there have been significant improvements in the Plant that is available today, particularly with respect to WHS, and these improvements will help to mitigate councils risk in this area.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Risk Assessment Matrix in Appendix 2.**

As our plant ages the risks associated with service interruption increase. Unfortunately it is impossible to forecast when or how an item of plant will fail however the likelihood of a failure increases with age.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

None

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

The delivery of most of the Councils objectives, plans and strategies is reliant on the outside workforce being able to perform their duties with respect to the maintenance of the City's infrastructure and public realm. The provision of plant and equipment that is reliable, effective and efficient is fundamental to these crews being able to perform these duties.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

The Plant Replacement program is administered and delivered by the Manager, City Services with the assistance of other relevant City Services Staff.

- **If yes, will resources be required from other Council Departments/Divisions?**

Staff outside of City Services are generally not involved in the Plant Replacement Program unless they have a vested interest in the item of plant being replaced. This year it is anticipated that City Services Staff will be involved in the Plant Replacement Program. Minor assistance will be sought to ensure a thorough and transparent Procurement Process is undertaken. During the development of the specification of the replacement Front Deck Mower support will be sort from Councils Sustainability Officer to review the environmental aspects of the evaluation and specification to ensure we are on track to deliver Councils environmental outcomes.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.

-
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
 - *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
 - *If Grant funding is being sought, please indicate the source of the grant funding*
-

TABLE 1: BUDGET BREAKDOWN

	2022-2023	2023-2024	2024-2025	TOTAL
	\$	\$	\$	\$
Income	18,000	TBC	TBC	
Capital Expenditure				
• Renewal	136,000	TBC	TBC	
• Upgrade				
Operating Expenditure				
• Labour				
• Contractors/materials				
Total Cost to Council	118,000	TBC	TBC	
Ongoing Operational Savings				
Labour				
Contractors/materials				
To be included in Recurrent Operating Budget	No	No	No	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Chris McDermott
Manager, City Services

02/02/2022

Supported by

Peter Perilli
General Manage, Urban Services

XX/XX/2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						

2022-2023 Budget Submission Implementation of the Pardae Masterplan - Stage 2

Date 9 February 2022

Year	Scope	Stage 2 - Design	Stage 2 - Additional Services
2022-2023	Detail Design and Construction Documentation - Osmond Terrace to Sydenham Road	113,537	150,000
2022-2023	Detail Design and Construction Documentation - Sydenham Road to Fullarton Road	93,227	82,000
2022-2023	Detail Design and Construction Documentation - George Street to Portrush Road	89,390	110,000
2022-2023	Detail Design and Construction Documentation - George Street to Osmond terrace	100,536	160,000
2022-2023	Provisional Sums (Stage 2 Design)	103,601	N/A
	Subtotal Stage 2 Design	532,154	502,000
	Escalation 3% from 2021-2022	15,965	15,060
2022-2023	Combined Costs	548,119	517,060
	Contingency 10%	54,811	51,706
	Subtotal	602,930	568,766
			1,171,696
2022-2023	TOTAL		1,172,000



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Implementation of The Parade Masterplan – Stage 2

RESPONSIBLE GENERAL MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Project Manager, City Projects

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.**

To undertake Stage 2 of the detail design and construction documentation for the implementation of The Parade Masterplan, which was endorsed by the Council in May 2019.

The Parade Masterplan has established a holistic vision for The Parade to direct the progressive enhancement of the streetscape, which will support local businesses, encourage new investment and maximise community enjoyment and appeal. It has been designed to build on the unique local characteristics of the Precinct, celebrate its rich cultural history and heritage and deliver infrastructure for the future.

At a Special Meeting held on 26 October 2021, the Council endorsed the appointment of Landskap Urban Design & Landscape Architecture to undertake the Design Development, Detail Design and Construction Documentation for the Implementation of The Parade Masterplan and George Street Upgrade Project.

At the same Special Meeting, the Council awarded the Stage 1 Contract for the Implementation of The Parade Masterplan and the George Street Upgrade Project to Landskap, which included the Design Development for The Parade between Fullarton Road and Portrush Road, and the Design Development, Detail Design and Construction Documentation for George Street, between the intersection of The Parade and Webbe Street.

Stage 2 of The Parade Masterplan Implementation (i.e. this component of the Project) will entail progressing the design development of The Parade Masterplan (Stage 1) to the next level of detail by undertaking and delivering the detail design and construction documentation for The Parade between Fullarton Road and Portrush Roads.

The detail design and construction documentation stage of the project will incorporate optimal design solutions that will enhance the public realm and realise the full potential of this significant asset. Once this stage of the project is completed the Council will be in the position to tender the construction works for The Parade.

In addition, due to the complexity of this Project, there is a need to undertake a significant amount of checks and balances in order to minimise the risks during the construction phases of the Project. In addition to the cost of appointing a Consultant to undertake the Detailed Design and Construction Documentation, there is also a need to allocate additional funding to facilitate the additional works required to complete the Project.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The Council has allocated funding in its 2021-2022 Budget for the Design Development for The Parade between Fullarton Road and Portrush Road, and the Design Development, Detail Design and Construction Documentation for George Street between the intersection of The Parade and Webbe Street. It is proposed that this project (Implementation of The Parade Masterplan – Stage 2) will deliver the next stage of The Parade Masterplan Implementation which will include the detail design and construction documentation for The Parade between Fullarton and Portrush Roads, to enable the staged construction of the upgrade to The Parade and to continue to seek grant funding from both the Federal and State Governments.

To facilitate the preparation of the detail design and construction documentation for The Parade, there will also need to be a number of due diligence activities and processes that will need to be undertaken to ensure that potential Project risks have been investigated and addressed through the design process and that the necessary approvals can be obtained from stakeholders and service authorities, prior to the construction of the Project. The intent of this work is to eliminate as much risk as possible before the commencement of the construction.

The details regarding the due diligence activities that will need to occur are outlined below:

- undertaking geotechnical investigations and testing to ensure that built infrastructure such as roads, footpaths, light poles and other structures are designed appropriately based on the intended use;
- undertaking an assessment of soil contamination for the Project area and testing to ensure that any materials removed and disposed, as part of the constructions works, are appropriately classified to Environmental Protection Authority (EPA) requirements for disposal;
- undertaking physical underground service locating (i.e. potholing) of existing third party infrastructure (e.g water, sewer, gas, electrical, communications) along The Parade, to ensure that any new Council infrastructure, such as stormwater drainage can be proven and installed without having to relocate any third party services at a high cost to the Council, or cause costly construction delays because of clashes with existing and new services and redesign works being required;
- engaging the services of a cost consultant to ensure that all of the costs associated with the detail design and delivery of the Project are captured and managed during the detail design process and to provide the Council with accurate and realistic cost estimates to undertake future budget and Project planning activities;
- establishing an Independent Project Review Panel to identify and discuss opportunities and provide impartial advice to the Project Consultants and the Council to achieve high quality outcomes during the detail design stages of the Project;
- preparing a Prudential Issues Report for the Council, as required under Section 48 of the *Local Government Act 1999*;
- Third Party fees and charges associated with any adjustments required to Third Parties assets;
- Environmental and Construction Management Plans; and
- stakeholder engagement.

As The Parade roadway is under the 'care and control' of the Department for Infrastructure and Transport (DIT), there are a number of due diligence activities and processes that will need to be undertaken as per the Department's Guidelines to obtain approval for the design. The activities and processes required by the Department include:

- undertaking speed surveys along The Parade to verify, confirm and obtain approval for any reduction in speed limits along The Parade;
- undertaking Independent Road Safety Audits of the design to ensure that Road Safety issues are identified, addressed and resolved through design process to enable approval for the final design by the Department;
- undertaking an Independent Design Certification process for any design changes to the Department's assets. The assets will include, but are not limited to traffic arrangements, roadway pavements, roadway lighting, roadway stormwater, and any landscape treatments within the median to enable approval of the final design by the Department; and
- undertaking independent testing of pavement materials to ensure that the materials meet the relevant standards for skid and slip resistance.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

The Parade Masterplan seeks to implement the Council's strategic vision set out in *CityPlan 2030: Shaping Our Future* and its commitment to its primary objective of community well-being. The holistic approach reflects the strategic importance of the Masterplan in achieving meaningful change. The relevant Outcomes, Objectives and Strategies of the Plan are outlined below:

Social Equity:

A connected, accessible and pedestrian friendly community.

- Objective 1.1: Convenient and accessible services, information and facilities.
Strategy 1.1.3: Design and provide safe, high quality facilities and spaces for all.
- Objective 1.2: A people-friendly, integrated and sustainable transport network.
Strategy 1.2.2: Provide safe and accessible movement for all people.
- Objective 1.3: An engaged and participating community.
Strategy 1.3.2: Provide opportunities for community input in decision-making and program development.

The endorsed Masterplan provides the framework that recognises The Parade as a pedestrian friendly mainstreet, which prioritises pedestrian access and circulation, as well public transport opportunities. When completed the detail design and construction documentation will enable the Council to deliver an upgraded public realm asset that meets the current and future needs of the community.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

- Objective 2.1 An artistic, creative, cultural and visually interesting City
- Objective 2.2 A community embracing and celebrating its social and cultural diversity
- Objective 2.3 A City which values and promotes its rich cultural and built heritage.
Strategy 2.3.1 Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.
- Objective 2.4 Pleasant, well designed and sustainable urban environments.
Strategy 2.4.2 Encourage sustainable and quality urban design outcomes.
Strategy 2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.
- Objective 2.5 Dynamic community life in public spaces and precincts.
Strategy 2.5.2: Create and provide interesting and colourful public spaces to encourage interaction and gatherings.

The Parade Masterplan builds on the existing identity of The Parade, and ensures that its 'sense of place' is managed and appropriately and sensitively enhanced.

The Masterplan articulates a unique main street identity for The Parade, distinct from other main streets, which builds on the qualities that people value about The Parade, including its well-recognised cosmopolitan culture, its heritage and social and cultural history. This will be further explored as part of the detail design stage of the project.

Economic Prosperity:

A dynamic and thriving centre for business and services.

- Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.
- Objective 3.5 A local economy supporting and supported by its community.
Strategy 3.5.1 Support opportunities for people to collaborate and interact in business precincts.

Significant investment from the Council in the public realm will over time more than likely attract a significant amount of private investment. It will also ensure that The Parade remains contemporary from an aesthetic and an infrastructure perspective.

Environmental Sustainability:

A leader in environmental sustainability.

- Objective 4.1 Sustainable and efficient management of resources.
- Objective 4.2 Sustainable streets and open spaces.
Strategy 4.2.1: Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
Strategy 4.2.2 Protect, enhance and expand public open space

The Parade Masterplan incorporates environmental sustainability as an integral component to the future of The Parade. Climate change adaptation and resilience has been integrated into the streetscape design. It is envisaged that these strategies and actions will be translated into the detail design and provide The Parade with a long term competitive advantage, ensuring a greener identity, improved pedestrian comfort and greater protection of local businesses, buildings and infrastructure.

RELATIONSHIP TO ORGAINSAIONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

N/A

Capability

Enabling Organisational capability and capacity through "Our People"

N/A

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

N/A

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

N/A

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Overtime the infrastructure of The Parade has aged. The existing condition of some sections of the public domain can be categorised as no longer contemporary. In order to maintain The Parade's vibrancy and popularity as a destination for shopping as well as social and cultural experiences, the public realm needs to be 'upgraded' and the contemporary needs and wants of its residents and visitors need to be incorporated.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

There are potential reputational consequences. If the Council does not proceed, the assets and amenity of the street will continue to deteriorate. Not investing in the upgrade of the street when other main streets and shopping centres are investing large amounts of money could see The Parade's popularity decrease significantly which then have economic flow on effects.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no significant constraints anticipated in the delivery of the detail design stage of the project other than coordination and approvals from the Department for Infrastructure and Transport (DIT) and Third Party asset owners to undertake the work.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

The Parade Masterplan

The detail design and construction documentation is the next stage (Stage 2) of the implementation of The Parade Masterplan project.

• ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

Yes, At its Special Meeting held on 26 October 2021 to consider the – Tender Selection Report – Implementation of The Parade Masterplan and George Street Upgrade Project the Council resolved:

1. That Landskap be appointed to undertake the Design Development, Detail Design and Construction Documentation for the Implementation of The Parade Masterplan and George Street Upgrade Project.
2. That Landskap be awarded the Stage 1 Contract for the Implementation of The Parade Masterplan and the George Street Upgrade Project, which will include the Design Development for The Parade between Fullarton Road and Portrush Road, and the Design Development, Detail Design and Construction Documentation for George Street between the intersection of The Parade and Webbe Street for the tendered price of \$529,214.00 (excl.GST).
3. That the Council endorses an allocation of \$135,000.00 (excl.GST) to cover the costs associated with the additional professional services required to deliver Stage 1 of the Project.
4. That the Council notes that should the Open Space Grant Application for The Parade between Osmond Terrace and Sydenham Road be successful, a report will be prepared for the Council's consideration which will detail the extension of the contract with Landskap.
5. That the Council notes that a budget submission for Stage 2 of the detail design and construction documentation for the Implementation of The Parade Masterplan will be submitted as part of the 2022-2023 Annual Business Plan and Budget process.
6. That the Mayor and Chief Executive Officer be authorised to sign as required, all of the documents associated with awarding of the Contracts.
7. That the Council notes that the Project program will commence on 3 November 2021 with the date for completion being nominally 16 December 2022.
8. That the Council notes that separate budget applications will be submitted to the Council for its consideration to cover the costs of the provisional service requirements for the Tender and Construction Phase Services for the Project based on the staged delivery of the Project.

RESOURCING IMPLICATIONS

RESOURCES

• ***Are Internal Resources required to be used to deliver the Project?***

Yes, the delivery of this project will require resources from both the Economic Development & Strategic Projects Unit and from Urban Services.

• ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

Council staff from from Economic Development & Strategic Projects Unit will manage the design with the assistance of members from Urban Services. The proposed project team members are:

- Manager, Economic Development & Strategic Projects
- Project Manager, City Projects
- Project Manager, Assets
- Project Manager, Civi

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*

- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs	\$603,000					
• Construction Costs						
• Contracted Services	\$569,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$1,172,000					
Net Funds Requested (a-b)	\$1,172,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Stuart Pope
PROJECT MANAGER, CITY PROJECTS

09.02.22



(Date)

(Insert name & title of Project Owner)

Keke Michalos
MANAGER, ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS

09.02.22



(Date)

(Insert name & title of Project Owner)

Supported by

Mario Barone
CHIEF EXECUTIVE OFFICER

(Date)

(Insert name & title of relevant General Manager)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
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Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
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Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Implementation of 40km/h speed limit in Norwood & Kent Town

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

The funding is requested to supplement the funding from the 2021-2022 budget to manufacture and install the 40km/h signage required for residential streets in Norwood and Kent Town.

Funding of \$25,000 was allocated for this project in the 2021-2022 budget. However, since that time, additional investigations and quotes have been reviewed, which identified that the implementation cost would be in the order of \$50,000.

Therefore, this funding submission is requesting an additional \$25,000. The initial allocation of \$25,000 will be spent in the 2020/21 financial year.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The outputs would include:

- plans identifying sign locations;
- manufacture of the signs; and
- installation of the signs.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Slower speeds encourage walking and cycling resulting in a more accessible and connected community for people of all ages

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Slower speeds potentially reduces vehicle emissions and noise. It can also encourage sustainable transport by creating more enjoyable streets for walking and cycling.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

The allocation of funding to implement the 40km/h area speed limit in Norwood & Kent Town would demonstrate that the Council has not just endorsed an investigation but has committed to the final outcome.

Capability

Enabling Organisational capability and capacity through "Our People"

The implementation requires organisational capability between Council Departments with City Services staff and Urban Planning & Environment staff *working together*.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The risk of not allocating funds is that:

- traffic concerns are not addressed creating potential safety issues;
- citizens perceive that their concerns are not taken seriously by the Council; and
- traffic and transport issues are addressed in an ad-hoc, rather than area-wide manner.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk is substantial and could result in:

- a safety risk, particularly for vulnerable road users such as pedestrians and cyclists; and/or
- reputational damage to the Council.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

A report will be presented at the Council meeting March, 2022, seeking endorsement for the implementation of an area speed limit of 40km/h in residential streets of Norwood & Kent Town.

The Council may choose not to endorse this project. If this is the case, the funds would not be required.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

At its meeting held on 18 August 2021, the Traffic Management & Road Safety Committee recommended to the Council that based on the outcomes of the community consultation, there is justification to implement a 40km/h speed limit in the suburbs of Norwood and Kent Town, subject to approval by the Department for Infrastructure & Transport.

On 10 November, 2021, the Department for Infrastructure & Transport provided in-principle support to implement a 40km/h speed limit in Norwood & Kent Town, subject to the final requirements being completed which includes support from the local MP. This support was received on 7 February, 2022 and therefore, a report will be presented at the Council meeting March, 2022, seeking endorsement.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

Manager, Traffic & Integrated Transport

Manager, City Services

Acting Manager, City Assets

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- **Please provide a breakdown of the Income and Expenditure in the table 1 below.**

- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other (City of Burnside)						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$25,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$25,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Gayle Buckby, Manager, Traffic & Integrated Transport

7 February 2022

Supported by

Carlos Buzzetti, General Manager, Urban Planning & Environment

7 February 2022



2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	\$	\$	\$	\$	\$	\$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022 – 2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME: Street Lighting Renewal & Upgrade

RESPONSIBLE GENERAL MANAGER: General Manager, Urban Services

PROJECT OWNER: Acting Manager, City Assets

PROJECT MANAGER: Project Manager, Assets

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In response to street lighting non-compliances identified through a street lighting audit as well as resident complaints regarding inadequate street lighting, funding will be allocated to undertake design and construction works to ensure that non-compliant and inadequate street lighting within the City's streets are renewed or upgraded ("the Project").

An audit by a street lighting consultant identified streets which contain street lighting non-compliances, and advised those which are high-priority, as well as the reasoning behind the high-priority rating (e.g. high-traffic count, exceedance of street lighting spacing, etc).

Of particular focus will be ensuring street lighting compliance for high-priority streets which contain traffic control devices (e.g. Battams Road, Royston Park, and William Street, Norwood), are near schools (e.g. Devitt Avenue, Payneham South) and are bus routes (e.g. Coorara Avenue, Payneham South).

The installation of a compliant level of street lighting will ensure that the street infrastructure is safe and is consistent with the level of service generally provided throughout the City.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The installation / upgrade of street lighting to areas which require urgent attention / upgrade due to vehicle and pedestrian safety, focusing on pedestrian refuge devices.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The Project will allow for the renewal and upgrade of identified deficiencies in street lighting within the City.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The Project will address the renewal or upgrade of lighting heritage items that have a strong connection to the history and identity of the City.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The improvement of street lighting which is adjacent to business and service centres will be a priority to ensure safe and convenient access.

Environmental Sustainability:

A leader in environmental sustainability.

The Project will ensure that lighting used will be energy efficient and minimise pollution during operation and in disposal at the end of the luminaires' life.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

The Project will be developed through collaboration with various Unit / Departments including City Assets, City Services and Strategic Projects.

Capability

Enabling Organisational capability and capacity through "Our People"

The Project will be delivered by consultants and contractors. Council staff will plan, design and undertake the project management aspects of the works.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The Project is a collaboration between Departments and Council staff to achieve lighting renewal and upgrades that are synchronised with higher level project-based outcomes.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

The Project considers safe design and installation aspects to ensure that lighting is fit-for-purpose and provides safe and accessible public space.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Public lighting can pose a risk to the Council and the community where the lighting infrastructure is:

- approaching the end of useful lives;
- not compliant with current standards; and/or
- is out-dated and not considered fit for use.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk is rated as Medium Risk 19 due to the age of lighting infrastructure and compliance issues based on changes to standards and the inadequacy of the original lighting design

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no foreseeable constraints at this time which are expected to impact on the delivery of the Project.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The delivery of the Project will be the overall responsibility of the Project Manager, Assets.

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

No

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Net Funds Requested (a-b)	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Scott Dearman
Project Manager, Assets

28 February 2022

Supported by

Peter Perilli
General Manager, Urban Services

28 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022 – 2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME: Sydenham Road Street Lighting Upgrade

RESPONSIBLE GENERAL MANAGER: General Manager, Urban Services

PROJECT OWNER: Acting Manager, City Assets

PROJECT MANAGER: Project Manager, Assets

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In response to street lighting high-risk non-compliances (particularly regarding street light spacing, traffic control devices and intersections) identified through a street lighting audit as well as resident complaints regarding inadequate street lighting, funding will be allocated to undertake construction works to ensure that street lighting within Sydenham Road, Norwood, is upgraded and compliant (“the Project”). The installation of a compliant level of street lighting will ensure that the street infrastructure is safe and is consistent with the level of service generally provided throughout the City.

The upgrade is to cover the entire length of the street, from Kensington Road to Magill Road.

Design works were undertaken in the 2021-2022 financial year, and the 2022-2023 construction works cost estimate is based on the For-Construction design drawings.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The installation / upgrade of street lighting to sections of Sydenham Road which require urgent attention / upgrade due to vehicle and pedestrian safety.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City’s Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The Project will allow for the renewal and upgrade of identified deficiencies in street lighting within Sydenham Road.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The Project will address the renewal or upgrade of lighting heritage items that have a strong connection to the history and identity of the City.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The improvement of street lighting which is adjacent to business and service centres will be a priority to ensure safe and convenient access.

Environmental Sustainability:

A leader in environmental sustainability.

The Project will ensure that lighting used will be energy efficient and minimise pollution during operation and in disposal at the end of the luminaires' life.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

The Project will be developed through collaboration with various Unit / Departments including City Assets, City Services and Strategic Projects.

Capability

Enabling Organisational capability and capacity through "Our People"

The Project will be delivered by contractors. Council staff plan, design and undertake the project management aspects of the works.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The Project is a collaboration between Departments and Council staff to achieve lighting renewal and upgrades that are synchronised with higher level project-based outcomes.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

The Project considers safe design and installation aspects to ensure that lighting is fit-for-purpose and provides safe and accessible public space.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Public lighting can pose a risk to the Council and the community where the lighting infrastructure is:

- approaching the end of useful lives;
- not compliant with current standards; and/or
- is out-dated and not considered fit for use.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk is rated as Substantial Risk 13 due to the age of lighting infrastructure and compliance issues based on changes to standards.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no foreseeable constraints at this time which are expected to impact on the delivery of the Project.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The delivery of the Project will be the overall responsibility of the Project Manager, Assets.

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

No

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$60,000					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$60,000					
Net Funds Requested (a-b)	\$60,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Scott Dearman
Project Manager, Assets

28 February 2022

Supported by

Peter Perilli
General Manager, Urban Services

28 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number <i>(To be completed by Finance Section)</i>

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Signalised Pedestrian Crossing – Magill Road, Trinity Gardens

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

At its meeting held on 3 December 2018, the Council resolved to support 'in principle', the installation of a pedestrian crossing on Magill Road, Trinity Gardens/Beulah Park and that further liaison would ensue with the City of Burnside and the Department for Infrastructure & Transport to ascertain their level of support for this initiative.

This section of Magill Road lies between Trinity Gardens to the north and Beulah Park (City of Burnside), to the south. It's a four lane, urban arterial road carrying more than 23,000 vehicles per day and is identified as a peak hour traffic route, a high frequency bus corridor, a major metropolitan cycling route and a high pedestrian activity area.

There is no central median in Magill Road and so pedestrians are unable to cross the road in two stages. This compromises local permeability, reduces walking choices and makes it difficult for local residents who live in Trinity Gardens and Beulah Park to cross the road to access Schools, Reserves and shops, particularly during the AM and PM peak periods. In addition, the north-south cycling route crosses Magill Road in this vicinity, connecting the River Torrens Linear Park to the Norwood-Magill Bikeway (Beulah Road).

The closest safe pedestrian crossings are located at either the signalised crosswalk at Portrush Road (500 metres to the west), or the PAC near Frank Street (500 metres to the east). These are long distances when walking or cycling and result in either citizens attempting potentially hazardous crossings, or discouraging walking and cycling as transport or recreation. In the last five (5) years, there have been three (3) incidents where a citizen crossing Magill Road in this vicinity was hit by a motorist, (two of these were hospitalised).

Mayor Bria and the CEO have liaised with the State Government (Hon. Stephen Knoll MP and Hon. Corey Wingard MP) and the Mayor of the City of Burnside, on several occasions regarding the installation of a pedestrian crossing in this location.

The Department for Infrastructure & Transport (DIT) has advised the Council that they have undertaken investigations and do not consider that a pedestrian crossing is required at this location as follows:

"A pedestrian survey undertaken by the department on 11 February 2020 indicated that the number of pedestrians observed crossing at this location on Magill Road was below the minimum required to justify the installation of a pedestrian crossing. Consequently, the department has no plans to install a PAC along this section of Magill Road at this time. Notwithstanding this, pedestrian movements at this location will continue to

be monitored and should the situation change, appropriate action will be taken in the interests of pedestrian safety”.

Further discussions with DIT staff has indicated that they would be amenable to the installation of a PAC at this location if all associated costs were funded by NPSP and the City of Burnside. It is estimated that the cost to design and construct the PAC would be in the order of \$230,000.

The City of Burnside supports the need for a PAC in this location and as such, the CEO's of the City of Norwood Payneham & St Peters and the City of Burnside have agreed that consideration should be given to each Council allocating 50% funding for the project.

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

The outputs to be delivered are the design and construction of a Pedestrian Actuated Crossing on Magill Road, in the vicinity of Ashbrook Avenue.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The PAC will reduce the community severance that is created by the lack of safe pedestrian and cyclist connections across Magill Road.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Connecting communities contributes to a sense of identity and place.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Providing safer access across Magill Road will enable more citizens to easily access shops and services on both sides of Magill Road

Environmental Sustainability:

A leader in environmental sustainability.

The PAC will encourage walking and cycling leading to reduced reliance on the motor vehicle for short trips.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through “Our People”

The planning and delivery of this project will require several teams to work together.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Although, it is up to each individual to cross a road in a safe manner, the lack of safe crossing facilities at identified crossing desire lines is potentially hazardous.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Noting that Magill Road is owned and operated by the Department for Infrastructure & Transport, it is not usually the responsibility of Local Government to fund and manage the installation of pedestrian crossings.

However, the likelihood of risk is possible and the consequence is catastrophic to the individual.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

The Department of Infrastructure & Transport may refuse the application to install the crossing though this is considered unlikely.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy’s objectives.***

No.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

Yes.

At its meeting held on 3 December 2018, the Council resolved the following:

1. That the Council supports, in principle, the installation of a Pedestrian Activated Crossing (PAC) on Magill Road in the vicinity of Avonmore Avenue and Canterbury Avenue, Trinity Gardens (northern side) and Osborn Avenue and Salop Street, Beulah Road (southern side).
2. That the Council write to The Honourable Cory Wingard MP, Minister for Road Safety, requesting that an investigation be undertaken for the potential installation of a Pedestrian Activated Crossing (PAC) on Magill Road in the vicinity of Avonmore Avenue and Canterbury Avenue (northern side) and Osborn Avenue and Salop Street (southern side).
3. That the Chief Executive Officer write to his counterpart at the City of Burnside to advise him of Council's resolution and to ascertain the City of Burnside's position on this matter.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

Manager, Traffic & Integrated Transport

Acting Manager, City Assets

Project Manager, Civil

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other (City of Burnside)	\$115,000					
Total External Funding (a)	\$115,000					
Expenditure						
• Additional temporary Labour costs						
• Design Costs	\$30,000					
• Construction Costs	\$200,000					
• Contracted Services						

• Legal Expenses	
• Equipment Purchases	
• Consultation Costs	
• Other Operational Delivery Costs	
Total Funds Requested (b)	\$230,000
<hr/>	
Net Funds Requested (a-b)	\$115,000
<hr/>	
Ongoing Operational Savings	
• Labour	
• Contractors/materials	
Potential on-going Savings	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Gayle Buckby, Manager, Traffic & Integrated Transport

3 February 2022

Supported by

Carlos Buzzetti, General Manager, Urban Planning & Environment

7 February 2022



2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Traffic Engineer – Three (3) Year Fixed Term Contract

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In 2019, the Council endorsed the creation of a new *Manager, Traffic & Integrated Transport* position to manage the Council's traffic management function. The current incumbent in the role commenced with the Council on 24 February 2020. Since that time, the Manager, Traffic & Integrated Transport has been responsible for a range of tasks and projects, including, but not limited to:

- Implementation of the Council's City Wide Cycling Plan;
- Preparation of a strategy to implement a 40kph speed limits in residential streets across the Council area;
- Preparation and management of community consultation in Norwood and Kent Town for 40km/h Speed limit;
- Concept designs for minor traffic control works (linemarking, median islands, signage);
- Background preparation and traffic analysis of major traffic studies for handover to Consultants; ;
- Preparation of tender documentation for area-wide traffic studies and managing Consultants (i.e. Marden & Royston Park Traffic Study and Glynde, Payneham, Payneham South, Firle, Trinity Gardens and St Morris Traffic Study);
- Integration of traffic management design and interventions as part of Council's capital works projects and major and strategic projects;
- Reviewing/evaluating previous Local Area Traffic Management Plans for works that are outstanding;
- Liaising with local schools to address traffic management issues adjacent to the schools and managing designs of works (eg. Koala Crossing at St Josephs Memorial, Norwood);
- Providing comments on Development Applications and applications for outdoor dining, hoardings and new driveways;
- Addressing customer complaints (varies between 1-5 new complaints per day);
- Providing feedback on publicly released documents, proposals, strategies and projects by the State Government and other Agencies;
- Review of line marking plans when roads resealed;
- Crash analysis, assessment of safety and developing ways to address crash clusters and 'blackspots';
- Preparing reports for and providing administrative support for the Council's Traffic Management & Road Safety Committee;

- Coordination of traffic control management for events such as the Ninth Avenue Christmas Lights, First Avenue Halloween and St Peters Street Australia Day;
- Submission of funding applications (Blackspot, State Bike Fund etc.);
- Addressing issues raised by Elected Members;
- Assessing applications for NVHR 'heavy vehicle' permits;
- Providing general advice to Depot Staff with regard to sign and linemarking Australian Standards;
- Providing assistance to Regulatory Services with regard to parking requirements, driveway access and Australian Standards;
- Assisting in the preparation of the Council's Parking Policy; and
- Promotion of events such as "Ride to School Day" and "Ride to Work Day"

The Council's traffic management function is broad ranging and takes up a significant amount of staff resources. The scope of Council's endorsed current traffic management related projects, combined with the need to address traffic related complaints in a timely manner and the need to ensure the on-going integration of traffic management and active transport modes into Council's capital works programs and strategic projects, has been carefully analysed and it is clear that additional human resources are required to assist the Manager, Traffic & Integrated Transport to manage and deliver the Council's traffic management function in an efficient and effective manner. The current resource allocation is insufficient due in part because of the resource needed to deal with citizen complaints, of which one to five new complaints are received every day.

As some of the current traffic management related projects being delivered seek to address long-standing and often contentious and complex issues, it is difficult to judge the length of time that may be required for additional human resourcing in this space. However, as the majority of the projects are likely to include the need for physical traffic interventions across the City, which require funding, design input, community consultation and where possible, integration with the physical delivery of other council projects, it is estimated that the services of an experienced traffic engineer will be required for the next three (3) years.

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

The outputs to be delivered include the timely addressing and resolution of outstanding traffic management issues across the City. The value of allocating an additional fixed term position to address traffic management issues is that our service standard in this space will improve and this in turn will contribute to positive community well-being.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Traffic planning and traffic engineering are important components of the Council's Strategic Plan. In recent years, prior to the creation of the Manager, Traffic & Integrated Transport role, traffic management has at times been piecemeal and reactionary. Significant time and resources has been spent on day-to-day issues which are raised by the community. The employment of a suitably qualified and experienced traffic engineer to support the Manager, Traffic & Integrated Transport, will allow for a more integrated planning approach as well as dealing with operational day-to-day issues. The integrated strategic planning will ensure that the objectives and strategies set out in the *City Plan 2030* are achieved.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

Given the number, type and complexity of traffic related issues in the City of Norwood Payneham & St Peters, there is a risk that without sufficient resource of suitably qualified and experienced professionals on staff, there will be both reputational and professional risks.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

The risks associated with not having sufficient professional traffic engineering staff are considered substantial.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

The ability to attract a suitably qualified and experienced professional. It is therefore suggested that the fixed term of the role be set at three years, so as to assist in making the role attractive to potential candidates.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy’s objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

Not specifically, but in a general sense, the allocation of an additional traffic engineering resource is required to enable the timely delivery of current traffic management projects that have been endorsed by the Council.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Organisational Development Staff as well as the Project Manager and General Manager, Urban Planning & Environment involved in the recruitment process.

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

No.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	101,000	103,020	105,080			
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Gayle Buckby, Manager, Traffic & Integrated Transport 25 January 2022

Supported by

Carlos Buzzetti, General Manager, Urban Planning & Environment 25 January 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Evaluation of 40km/h Speed Limit in Stepney, Maylands and Evandale

RESPONSIBLE GENERAL
MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Traffic & Integrated Transport

PROJECT MANAGER:

Manager, Traffic & Integrated Transport

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

The Council implemented a 40 km/h area-wide speed limit in Stepney, Maylands and Evandale in 2019 as an outcome of the Local Area Traffic Management Study. Given that this has been operational for two (2) years, it is important to evaluate the outcomes of the speed limit change to ensure its effectiveness. This will identify whether the initiative has successfully resulted in lower speeds and identify if there are locations where additional traffic calming measures may still be required.

If the evaluation provides evidence that widespread speed reduction has occurred, there would be significant justification to continue to roll-out 40km/h in other areas of the city, or citywide.

The evaluation would require traffic data to be collected in 2022-2023 at the same eighty-five (85) locations where traffic data was collected in 2017. The before and after data would be compared and success of the speed limit reduction assessed.

Due to resourcing constraints, it is proposed to outsource this evaluation study to a suitably qualified Traffic Engineering Consultancy.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The outputs to be delivered is an evaluation report of the traffic data, before and after the implementation of the 40km/h in Stepney, Maylands and Evandale.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

A key aim of speed limit reduction is to provide streets that safe and enjoyable to walk and ride a bike. It is important to have evidence that the traffic calming measures undertaken are successful.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Traffic calming reduces speed and potentially reduces vehicle emissions and noise. It can also encourage sustainable transport by creating more enjoyable streets for walking and cycling.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

If future 40km/h area speed limits are implemented without an evaluation of the outcomes in Stepney, Maylands and Evandale, there is a risk that Council is spending its resources on works that do not result in successful outcomes.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk is minimal. However, evaluating the outcomes of safety oriented projects is considered 'good governance' and the results will inform whether similar projects are worth pursuing.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

The traffic data collected before the installation of the 40km/h signs in Stepney, Maylands and Evandale was prior to the Covid-19 outbreak. Traffic may be operating differently as a result of Covid-19 (different working arrangements, higher anxiety, etc) and the comparison may not be completely accurate.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, for overall project management and liaison with the consultant Traffic Engineer.

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

Manager, Traffic & Integrated Transport

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other (City of Burnside)						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$25,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$25,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Gayle Buckby, Manager, Traffic & Integrated Transport

7 February 2022

Supported by

Carlos Buzzetti, General Manager, Urban Planning & Environment

7 February 2022



2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Recreation & Open Space Capital Works Program 2022-2023

RESPONSIBLE GENERAL
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Project Manager, Assets

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.***

To deliver the Recreation & Open Space Works Program 2022-2023 ("the Program") which will see the replacement and upgrade of various assets as identified and as allowed for in the Council's Recreation and Open Space Infrastructure Asset Management Plan (2020).

In accordance with the requirements of the Local Government Act, the Council has adopted various Asset Management Plans. These Plans set out the Council's strategies and objectives with respect to its management and development of its major assets, including its recreation and open space assets. The delivery of the Recreation & Open Space Works Program is essential in meeting the Council's obligations and commitments, as set out in its adopted Asset Management Plan.

The progressive and annual renewal of identified components of the Council's recreation and open space assets will ensure that these assets continue to be maintained and are fit-for-purpose. These assets include reserve paths, playgrounds, tennis courts, irrigation systems and reserve furniture and infrastructure.

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

Consider for example the following

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The Program will ensure that the identified assets are upgraded and renewed as required and therefore continue to be fit for purpose. Recreation and open space assets are of great value to the residents and visitors of our City as well as the wider community. The use of these assets is dependent on the condition in which they are located. There is an expectation that these assets are fit-for-purpose to enable continued use. In addition to that, the Council has adopted a number of strategies which require allocations of funding on an annual basis to ensure the delivery of the Program.

The renewal of identified assets which are considered to have reached the end of their useful lives will reduce the likelihood of an increase in operational maintenance. The "Whole-of-Life" replacement program for these assets has established intervention levels for identified assets to ensure that renewal occurs before operational maintenance costs escalate due to age or deterioration.

A copy of the Program is attached.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

The Program will allow for the renewal of identified recreation and open space assets currently located within the City which are considered to have reached the end of their useful lives. The priorities in terms of selecting which assets to include in the Program has been through a combination of data collated from a condition audit of these assets, staff awareness of existing issues which need to be addressed, Council adopted strategies and requests which have been made for the upgrade of these assets from residents and visitors of our City.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The Program, from time to time, addresses the renewal or refurbishment of heritage items that have a strong connection to the history and identity of the City. These items include heritage drinking fountains, lamp posts, statues and monuments.

Economic Prosperity:

A dynamic and thriving centre for business and services.

There are several recreation and open space areas, structures and facilities adjacent to business and service centres. Due to the high usage of these assets, renewal periods are shorter, reflecting the shorter life and the need to maintain a higher level of service.

Environmental Sustainability:

A leader in environmental sustainability.

The Program is consistently linked to Environmental Sustainability objectives through revegetation of open spaces, provision of shade either through structures or tree canopy, water conservation and quality through Water Sensitive Urban Design treatments in open space areas.

RELATIONSHIP TO ORGANISATIONAL STRATEGY
How will the deliverables of the project contribute to the Councils Organisational Strategy?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change
An engaged and committed workforce that is outcome focussed.

The Program is often developed through collaboration with various Unit / Departments including City Assets, City Services and Strategic Projects and while it is primarily renewal based there is a changing focus toward asset upgrades or redevelopment. While this can be driven by compliance with standards it is more often than not driven by a need to improve the service level of the assets.

Capability
Enabling Organisational capability and capacity through “Our People”.

While a great deal of the Program is delivered by consultants and contractors, Council staff plan, design and undertake the project management aspects of the works. City Assets staff work closely with City Services staff, who will be responsible for the maintenance of the asset and Strategic Projects, who design major upgrade / redevelopment projects which are often part funded through the Program.

Continuous Improvement
Leading by example, we all live our values, inspire each other and deliver clear and consistent direction.

The Program is a collaboration between Departments and Council staff to achieve asset renewal that is synchronised with higher level project-based outcomes. Systems and processes are being developed to ensure that the collaboration is efficient and effective.

Safe & Fair
Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace.

The Program considers safe design and installation aspects to ensure that Council staff can safely maintain assets and that the assets are fit-for-purpose and safe for public use.

Structure & Framework
Systems and Processes are innovative and supportive of “Our People”.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**
Recreation and open space assets which are aged or have deteriorated pose a risk to the Council as they are:
 - approaching the end of their useful lives;
 - not compliant with current standards; and/or
 - are out dated and not considered fit for use.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The following is a brief assessment of the components of the Program:

- Reserve Furniture and Infrastructure – Medium Risk 19 due to aged condition of the assets to be replaced.
- Playgrounds – High Risk 7 due to their aged condition and the age of the users of the assets.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no foreseeable constraints at this time which are expected to impact on the delivery of the Program.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

- Open Space Strategy (2004)
- Tennis Facilities Policy (2005)
- Playgrounds Strategy (2006)
- Irrigation Management Plan (2009)
- Playgrounds Whole-of-Life Implementation Plan (2011)
- Tennis Courts Whole-of-Life Implementation Plan (2012)
- Recreation & Open Space Infrastructure Asset Management Plan (2020)

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Each of the Strategies stated above were formally adopted by the Council in the year indicated above. The majority of the Program is driven and guided by the various Strategies adopted as stated above.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The delivery of the Program will be the overall responsibility of the Project Manager, Assets.

- **If yes, will resources be required from other Council Departments/Divisions? Who are the Project team members?**

Yes. Various components of the Program will be project managed and delivered by various staff from within the Urban Services Department (i.e. from across the City Assets and City Services Units).

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs	\$1,190,000					
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$1,190,000					
Net Funds Requested (a-b)	\$1,190,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Scott Dearman
Project Manager, Assets

28 February 2022

Supported by

Peter Perilli
General Manager, Urban Services

28 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX: RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Tree Planting & Maintenance Operational Guidelines

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Strategic Planner

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council is currently finalising the *2022-2027 Tree Strategy* which will guide the management, financial planning, planting and maintenance of all trees within the City (with a particular focus on street trees). As part of the Action Plan for Year 1, the *2022-2027 Tree Strategy* proposes the development of Tree Planting and Operational Guidelines.

The intent of the Tree Planting and Maintenance Operational Guidelines (Manual) is to provide staff with a 'one stop shop' for all things relating to Council owned tree plantings and maintenance requirements. The Manual will also include best practice approaches, where practicable.

The Manual will assist with providing a consistent approach to Council owned tree planting and maintenance for staff undertaking the work and to enable consistent messaging to the community, particularly in relation to street trees.

While the Council currently has a way of doing things relating to tree planting and maintenance, it is mostly undocumented. This can, at times, lead to confusion and inconsistency especially where new staff are employed and different approaches were used at previous places of employment. Residents can also be given different advice in relation to what they can and can't do with a street tree that overhangs their property.

With the assistance of illustrations and diagrams, the Guidelines will visually explain the approved approach by drawing on common issues and actual examples.

In order to achieve this consistency and ensure that everyone is familiar with the Council's protocols in relation to trees, it is envisaged that a number of internal engagement sessions will be undertaken with relevant Council staff, especially outdoor staff. This is proposed as part of the development of the Manual and on an ongoing basis after its completion.

Once established it will be an overarching operational guide for use by all Council staff.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

It is envisaged that the Tree Planting and Maintenance Operational Guidelines will comprise a series of chapters covering a variety of tree planting and maintenance related topics. By approaching the Guidelines this way, other technical guidelines, for example those identified in the Action Plan of the Draft Tree Strategy, can be incorporated into the one document at a later date. It will also enable the Guidelines to be amended and added to as the need arises.

Some chapters will be drafted in-house where possible, such as the Ten Year Tree Planting program, however the technical topics such as tree planting and pruning, require outsourcing. For these topics it is anticipated that a suitably qualified consultant will be engaged to undertake and deliver the work.

It is also proposed that three other actions from the Tree Strategy will also be incorporated into the Operational Guidelines, namely Street Tree Selection Guidelines, Council Owned Tree Removal Guidelines and Driveway Crossover Guidelines. These will be combined as chapters within the Operational Guidelines.

This approach will enable the Operational Guidelines to be developed in a coordinated manner with oversight to ensure a consistent approach is adopted. There are also administrative and financial efficiencies in adopting this approach.

Street Tree Selection Guidelines

This chapter will be illustrated with on ground examples, photos, illustrations and diagrams of the Site Specific Tree Species Selection Criteria contained in the Draft Tree Strategy.

In addition, this chapter will provide illustrated guidance for selecting appropriate tree species in specific streets according to their width and character (natural and built). Typical streets in the City will be identified and characterised and matched with appropriate tree species from the street tree palette in terms of height and form.

The chapter will also identify all public utility and regulatory constraints and how compliance can be achieved as part of the planting process including:

- Above and below ground infrastructure eg SAPN powerlines, SA Water (water, sewerage), gas etc;
- Road safety requirements eg vegetation clearance envelopes, kerb offsets, sightlines, parking etc;
- Disability Discrimination Act requirements in relation to minimum footpath widths; and
- Relevant Australian Standards.

Council Owned Tree Removals

The Operational Guidelines will provide guidance for interpreting the Council Owned Tree Removal criteria to clarify situations where tree removal will be considered by the Council. This will also include specific examples demonstrating thresholds for unhealthy or poorly shaped Queensland Box trees and trees that are damaged, failing to thrive and beyond reasonable rehabilitation.

It is proposed that a number of real tree removal examples will be used in this section.

Driveway Crossover Guidelines

The Operational Guidelines will also include illustrated Driveway Crossover Guidelines to assist with the assessment of development on private land that proposes the removal of a street tree through the creation of a new driveway. The Guidelines will reflect established protocols within the Council that seek to locate driveways on the outer edge of allotments to maximise the verge area and upright kerb length to enable the planting and/or retention of street trees. This will assist staff with their interactions with applicants as part of the development assessment process.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and

Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Well managed trees will provide streets that are clean and safe to use by people of all ages and abilities. The shade provided by trees in warmer months will also assist with providing a supportive environment for active lifestyles.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Street trees contribute strongly to the City's strong sense of place, history and identity. Having well managed trees will contribute to their health and vigour, extending their lifespan and providing a legacy for future generations.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Street trees can provide a supportive environment for business activity centres through their beauty and cooling. Similarly, trees in business activity centres require careful management to minimise risks to pedestrians and road users.

Environmental Sustainability:

A leader in environmental sustainability.

Trees are one of our best defences against the warming impact of climate change. The Tree Strategy provides the framework to deliver on the planting of at least 500 new trees per year with the view to increasing the canopy cover by 20% by 2045.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

n/a

Capability

Enabling Organisational capability and capacity through "Our People"

n/a

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Establishing a clear framework for planting and managing trees that is well understood by all staff involved either directly on the ground or indirectly through policy, planning and development will ensure a consistent approach is taken to managing trees in all aspects either internally with colleagues or externally with the community.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

n/a

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

n/a

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Without clear and consistent guidelines to instruct the planting and maintenance of Councils increasing tree stock, there is the potential for more trees to fail either in their establishment phase or as mature trees. This will be cost ineffective for Council, will not grow the City's canopy cover and could negatively impact on private property.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Minor to Moderate

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

n/a

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Yes, the Draft Tree Strategy 2022 – 2027 was endorsed by the Council on 6 December 2021 for the purpose of undertaking community consultation and engagement.

The Draft Tree Strategy includes a number of actions under the Year 1/2 (2022/23) implementation plan that require funding. The Tree Planting and Operational Guidelines is a key action with an estimated budget of \$25,000. It is proposed to combine three other separately listed actions into the Tree Planting and Operational Guidelines as chapters, as detailed above:

1. Street Tree Selection Guidelines (\$5,000)
2. Council Owned Tree Removal Guidelines (\$10,000)
3. Driveway Crossover Guidelines (\$10,000)

The budget sought is therefore a combination of all three projects.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Discussed above.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Council staff will oversee the management and delivery of the Tree Planting and Maintenance Operational Guidelines.

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

Yes, the Project Team will include:

- Strategic Planner
- Manager, City Services
- Project Manager, Urban Design & Strategic Projects
- City Arborist

- Sustainability Officer
- Other staff from across the organisation, as required

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$50,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$50,000					
Net Funds Requested (a-b)	\$50,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Keke Michalos

10/2/2022

(Insert name & title of Project Owner)

(Date)

Supported by

Mario Barone

(Insert name & title of relevant General Manager)

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

ADOPT A TREE PROGRAM

RESPONSIBLE GENERAL MANAGER:

GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

PROJECT OWNER:

MANAGER URBAN PLANNING & SUSTAINABILITY

PROJECT MANAGER:

SUSTAINABILITY OFFICER

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council will continue to experience longer and hotter heatwaves and increased infill development. It is critical to mitigate these effects by planning for increased green cover in our streets. *CityPlan 2030* sets a target to “plant a minimum of 500 new trees per year in streets and / or public spaces” in line with the overall strategy to increase the Council’s canopy by 20% by 2045.

In addition to planting new trees in streets and / or public spaces, the Council seeks to educate the community about the importance of trees and encourage the retention of trees. It is proposed to trial an Adopt a Tree program.

The trial Adopt a Tree program would directly address a number of *CityPlan 2030* Objectives, these include:

- 4.2.4 *Protect, diversify and increase green cover*
- 4.2.4 *Facilitate community participation in revegetation programs, and gardening programs where appropriate*

The trial Program would provide information to residents / occupiers about the importance of street trees and watering them in their early stages.

It is anticipated that the Program budget would be \$2,000 per year and look to engage the community in watering street trees regularly.

The estimated cost to the Council to plant one street tree is approximately \$450 (including three years of watering to support juvenile tree establishment but does not include maintenance costs). The cost of \$2,000 a year for the trial Adopt a Tree program could provide significant support to juvenile street trees; possibly reduce the Council’s ongoing maintenance costs (e.g. watering schedule) and actively inspire and influence the community.

By having residents assisting to water the street tree in front of their home, this reduces the reliance on Council staff and the availability of the watering trucks, freeing these resources up to plant more street trees in other locations.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The outputs will be communications materials developed and distributed to properties where new street trees are planted. The Adopt a Tree program is proposed to be conducted through online voluntary registration.

The Council's website will outline the importance of water in the survival of a young tree and how residents / occupiers can help support the new tree's survival.

Residents / occupiers will be required to register their details to participate. Once registered they will be sent an Adopt a Tree pack that will include a flyer with how and when to water; a tree tag to display on the tree letting people know that the tree has been "adopted" and basic information about the tree.

The Program will be promoted in the Council's newsletter, Look East (if timing allows) on the Council's website, email signature and via social media. Other opportunities to promote the event will also be explored.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

4.2.4 Protect, diversify and increase green cover

4.2.4 Facilitate community participation in revegetation programs, and gardening programs where appropriate

Social Equity:

A connected, accessible and pedestrian friendly community.

The trial Program seeks to encourage participation in increasing green and canopy cover, which can support healthier lifestyles and well-being. The trial Program aims to engage the community and provide the tools and motivation to facilitate positive change in citizens' streets.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The trial Program educates and fosters awareness of the contribution of trees in creating a resilient urban environment.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The trial Program will encourage citizens to appreciate the benefits and importance of investing in urban greening. The Program theme is resilience and sustainability, which more broadly supports the concepts of fostering a local economy and supporting local businesses.

Environmental Sustainability:

A leader in environmental sustainability.

The Program supports the Council's objective to be a leader in environmental sustainability by rewarding, recognising and promoting the benefits of canopy cover to greener, cool and provide biodiversity in neighbourhoods.

RELATIONSHIP TO ORGAINSAIONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

This trial Program would assist the Council to meet Target 5 in the State Government's *30 Year Plan for Greater Adelaide*, Urban green cover, which seeks an increased canopy cover by 20% in metropolitan Adelaide by 2045. There is a risk that the Council may not be able to support juvenile trees through their first three years with increased temperatures, having citizens provide additional watering could significantly increase the chance of survival.

Delivery of this trial Program will provide the Council with an opportunity to widely promote the importance of greening and canopy cover.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*

Likelihood: Possible
Consequence: Moderate
Risk: High medium 19

- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

There is the risk that the Council experiences a low take-up rate with property owners / occupiers not taking up the offer to Adopt a Tree. By trialing the Adopt a Tree program it will provide the Council with an understanding of the communities' participation level and interest in such a program and if it should continue into the future.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

The draft Tree Strategy includes the initiative of "Develop a Community Engagement Plan for street tree plantings". This program would partly implement this initiative.

In May 2016, the Council endorsed the Resilient East Climate Change Adaption Plan. This Plan recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the number of trees and other plantings in our neighbourhoods and to ensure that gardens are designed to be able to cope with existing and predicted climate conditions. This project encourages and supports the community to improve urban greening.

CityPlan 2030 Mid Term Review recognises the importance of trees and canopy cover on private land and sets the target of "plant a minimum of 500 new trees per year in streets and/or public spaces".

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No

RESOURCING IMPLICATIONS**RESOURCES**

- *Are Internal Resources required to be used to deliver the Project?*

•

Yes – Sustainability Officer and Manager, Urban Planning & Sustainability

- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

The Council's Communication team will assist with promoting the trial Program; Customer Service team will assist with directing / providing the community with information on the Council website; City arborist will assist with information about upcoming street planting, tree species information and mapping attributes through tree management software.

FUNDING REQUEST**FUNDING IMPLICATIONS****BUDGET ESTIMATE:**

(Excluding GST)

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$2,000					
Total Funds Requested (b)	\$2,000					
Net Funds Requested (a-b)	\$2,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Naomi Doolette, Sustainability Officer

8 February 2022
(Date)

Supported by


8 February 2022
(Date)

Carlos Buzzetti
GENERAL MANAGER
URBAN PLANNING & ENVIRONMENT

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER
THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)
3. EXECUTIVE MANAGEMENT GROUP REVIEW
APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:
 APPROVED FOR CONSIDERATION BY THE COUNCIL

 NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Open Space and Playgrounds Strategy

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Manager, Economic Development & Strategic Projects

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The intent of this project is to develop a new Open Space and Playgrounds Strategy to replace the two (2) existing documents.

Parks and other areas of public open space together with playgrounds provide local destinations for people to walk and cycle to and to be active within. It is these spaces that provide exposure to nature and the places for social interaction to occur, which is critical for creating and maintaining community cohesion and building social capital. For children and young families in particular, parks and in particular playgrounds provide a place to meet and to participate in physical and social play. The provision of public open spaces is thus a key factor in promoting active living and providing important physical, psychological and social health benefits for individuals and the community.

Whilst playgrounds play an important role in the physical, social and cognitive development of young people, changes to the built environment within our City, means that the importance of open space and the activities they offer is increasing and so is the need for the Council to take a more cohesive approach to the planning and designing of all the spaces within the broader network of open space within the City.

Whilst the Council has both an existing Open Space Strategy and a Playground Strategy, both of these documents are now outdated.

The role of the *Open Space Strategy*, which was adopted by the Council in 2003, was to provide the Council with information to enable it to pro-actively plan for open space and to ensure that there is equity in respect to access to useful open space throughout the City. It also ensures that the Council's open space assets maximise the benefits in respect to environmental management, public health and wellbeing, tourism and community capacity building. The *Open Space Strategy* also established a hierarchy of Open Space within the City, ranging from Local and Neighbourhood through the Regional and State.

Since the release of the *Open Space Strategy*, the Council has redeveloped a number of its reserves and has also purchased additional open space, all of which is not reflected in the existing *Open Space Strategy*.

The objective of the existing *Playgrounds Strategy Report* was to identify the key issues associated with playgrounds within the City and to develop an integrated and strategic framework for the enhancement of these important community assets. More specifically, the intent was to produce a document which:

- provided a clear and concise analysis of the current situation, future trends and needs, as well as key issues;
- identified a range of options for addressing the key issues in relation to the provision of playgrounds including risk management and trees near play equipment;
- developed and recommended preferred strategies for addressing the key issues related to the provision of playgrounds, paying specific attention to access, particularly for the disabled; and
- developed an action plan which detailed the specific future actions, identifies resource requirements, allocates responsibilities and sets timeframes for implementation.

Since the release of these documents the Council has also developed a number of other strategic documents relating to its open space and recreational assets, including the *Tennis Facilities Strategy*, which was adopted by the Council in 2005. This document provides a framework for the strategic approach to appropriately providing for the community and effectively managing the Council's tennis assets.

The Open Space, Playground and Tennis Facilities Strategies, were prepared for the purposes of providing direction on the development and management of the open space assets within the City. Whilst these documents have provided a good foundation by providing excellent strategies upon which to plan, budget and implement the upgrades, the increasing demand for good quality open space and facilities, suggests that a more holistic and integrated approach is required and that the Council's open space assets need to be considered holistically rather than in isolation through separate components.

Given the age of these documents and the way that the Community now uses open space, it is recognised that it is now appropriate to establish a new strategy that builds on the legacy of the last fifteen (15) years and responds to the long term vision and goals for the City as set out in *CityPlan 2030*.

Whilst there is a need to review both the *Open Space Strategy* and the *Playground Strategy Report* it cannot be done in isolation nor can it be done as a standalone document. Given the age of all of the Council's open space and recreational strategic documents, it is recommended that a more strategic approach be undertaken towards the upgrade and redevelopment of playgrounds and open space assets, where the playgrounds are no longer looked at in isolation, but are an element of a more strategic review of the playgrounds role in the reserve and more generally in the context of the Council's open space network.

In addition to these strategic documents, Section 122 of the *Local Government Act 1999*, requires the Council to develop and adopt Infrastructure and Asset Management Plans, relating to the management and development of its infrastructure and major assets, including recreation and open space infrastructure, for a period of not less than ten (10) years. The *Recreation & Open Space Asset Management Plan* sets out the Council's proposed strategies for the effective management, maintenance and replacement of all of its open space and recreational assets. In respect to the recreational assets, these comprise of both the tennis courts, playgrounds and other associated components. Reviewing and updating the Council's strategic position in relation to these recreation and open space assets will help to inform the Council's Asset Management Plan.

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

Consider for example the following

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

The new Open Space and Playgrounds Strategy will result in a new and more holistic and integrated approach to the City's open space assets and how they are maintained and developed. This project presents the opportunity to integrate a number of existing strategies into a single strategic document, which represent the multitude of uses and fulfil the multiple functions which are required of the contemporary urban environment.

Over the last fifteen (15) years, local neighbourhoods have lost biodiversity and private open space due to increased densification. In addition, the community's demand for quality streetscapes and open spaces, together with the changes in the cultural mix within the community and the ageing population, has increased the importance and diversity of local open space. In response, there is a need for the Council to apply a more place based approach to planning its open space rather than the land use planning approach, which was adopted in the original *Playground Strategy Report* and the *Open Space Strategy*.

Whilst the green open spaces and recreational facilities are currently recognised, there are also a range of other spaces that are ancillary to the parks and ovals that contribute to the City's open space. The *Kent Town Urban Design Framework*, is an example of how the ancillary spaces such as the spaces between and around buildings, as well as well-designed streetscapes play a complementary role and contribute the essential social, cultural, economic and environmental functions of open space. The combination of these open spaces enables people to interact with the environment and with each other, as a community.

As Kent Town, Ninth Avenue and St Peters Street have recently demonstrated, this would be a great opportunity to better align and advance the Council's existing strategies including Resilient East, the Council's CyclePlan and Biodiversity Strategy into the broader open space strategic framework.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The community values the City's open space and recreation assets, particularly playgrounds. Playgrounds are considered to be more than just play equipment and physical space. These days playgrounds are very much centres of community activity not just for parents, grandparents, carers and relatives of young children, but for the community generally.

There are also numerous health benefits associated with access to public open space playgrounds. It is believed that well planned open spaces and recreational spaces have a key role to play in combatting the growing levels of obesity and helping prevent lifestyle-related diseases through facilitating physical activity and positive mental health. Therefore it is important that the Council gives detailed consideration to the role and design of its open space and recreational assets to ensure that the community can participate in both active and passive recreation and interact with their community.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The ability to provide well designed and innovative playgrounds contributes to the fabric of the Norwood Payneham & St Peters community. The *Playgrounds "Whole of Life" Implementation Plan* for the upgrade of playgrounds and development of innovative playgrounds provides the Council with an opportunity to enhance and upgrade playgrounds in an integrated and fiscally sustainable manner.

By recognising the contribution of particular assets and developing these assets to a unique and higher standard the Council is not only providing an asset that will be well used by its local community but also by the broader Norwood Payneham & St Peters community.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The contribution to the external economic development of the local area will primarily come from any construction activity and employment during the subsequent construction phase.

Environmental Sustainability:

A leader in environmental sustainability.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

The Project will be delivered through collaboration with various Units/ Departments including Economic Development & Strategic Projects and Urban Services.

Capability

Enabling Organisational capability and capacity through "Our People"

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

ADDITIONAL CONSIDERATIONS
RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

There is no significant risk, however to ensure that the Council is delivering assets to the highest standard and ensuring that they meet the needs of the community long term, a regular review of its strategic documents needs to be undertaken.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Unlikely Likelihood + Minor Consequence = Low risk

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

The outcome of the public consultation and the expectations from the community following consultation.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy’s objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

Yes, the Council resolved the following at a Special Meeting held on 11 December 2017.

1. *That the Report be received and noted.*

2. That the Council notes that the development of a new open space strategy and management framework that incorporates all open space and recreational assets will be prepared subject to the allocation of funding.

RESOURCING IMPLICATIONS

RESOURCES

- Are Internal Resources required to be used to deliver the Project?

Yes

- If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?

Manager, Economic Development & Strategic Projects
Strategic Planner
Acting Manager, City Assets
Projects Officer
Manger, City Services
Works Coordinator, Parks & Gardens
Manager, Urban Planning & Sustainability

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	\$	\$	\$	\$	\$	\$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						

Expenditure	
• Additional temporary Labour costs	
• Design Costs	
• Construction Costs	
• Contracted Services	\$20,000
• Legal Expenses	
• Equipment Purchases	
• Consultation Costs	\$5,000
• Other Operational Delivery Costs	
Total Funds Requested (b)	\$25,000
<hr/>	
Net Funds Requested (a-b)	
<hr/>	
Ongoing Operational Savings	
• Labour	
• Contractors/materials	
Potential on-going Savings	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Keke Michalos, Manager Economic Development & Strategic Projects 11 February 2022

Supported by

Mario Barone, Chief Executive Officer 11 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Investment Prospectus

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Economic Development Coordinator

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The purpose of this project is to deliver an Investment Prospectus for the City of Norwood Payneham & St Peters which is an action listed in the Council's 2021-2026 *Economic Development Strategy*.

This Investment Prospectus will showcase the City of Norwood Payneham & St Peters as a desirable place to live, work, visit and invest in. The vision for the document is to include background information on the fabric of the City, highlight the competitive strengths and key sectors, and incorporate social and environmental aspects, which contribute to the overall attraction and vibrancy of the City.

This publication will be a great promotional tool to share with potential investors, and businesses looking to start-up or relocate to the City of Norwood Payneham & St Peters. It is a document that will inspire and excite, and clearly articulate why the City is a great place for business.

Investing resources into the development of this document will show the commitment and desire that the Council has to actively be involved in investment attraction conversations with investors, as well as neighbouring local councils, and state government bodies such as The Department for Trade and Investment.

Whilst the primary reason for developing this publication is to promote the City to investors, it is possible for the publication to be used by Council Staff as supporting documentation for grant applications, tenders and awards submissions.

The importance of having a contemporary Investment Prospectus, particularly in the current economic climate, is well recognised and supported by the Council's Business & Economic Development Committee, and who's Members will oversee the development of the document.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The key deliverable of this project is the development of an Investment Prospectus to be used as a tool to support growth and attract investment to the City of Norwood Payneham & St Peters.

To establish the framework for the Investment Prospectus, and to ensure that the document reflects the City and its attributes appropriately, the following tasks will be delivered:

- review Federal and State Government Plans and Policies for alignment;
- research other investment prospectus documents – locally, nationally and internationally;
- utilise REMPLAN (a tool to analyse economies to create impactful reports and maps) to research and collect data at a City, ERA and State level;
- utilise Spendmapp (an application that provides an accurate and detailed picture of expenditure and purchase activity to and from a region);
- stakeholder engagement;
- report key findings and strategic direction to the Business & Economic Development Committee; and
- prepare the Investment Prospectus document for endorsement by the Committee and the Council.

It is intended that this document will promote job growth and sustainable economic development through support and encouragement of private investment, which will benefit all workers, visitors and residents in the City.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Objective 3.3: Attract new enterprises and local employment opportunities to locate in our City.

Objective 3.4: A leading centre for creative industries.

The development of an Investment Prospectus will reinforce its leadership role and will give the Council a marketing tool to attract investment and further support its business sector. It will also provide the foundation for the Council to establish partnerships with different stakeholders in order to ensure the successful longevity of the City's business and economic sector.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Council's Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

There is no direct risk to the Council and its function if it does not deliver an Investment Prospectus for the City, however it is an action in the *2021-2026 Economic Development Strategy*, which reinforces its importance.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*

The risk of not delivering the Investment Prospectus is low, and the potential cost to the Council may be that it is criticised for not delivering on an action that has been endorsed.

- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

If the Council does not allocate the budget, it will not be able to deliver the project in its entirety.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Yes, the project aligns with the following plans:

- CityPlan 2030;
- 2020 – 2025 Kent Town Economic Growth Strategy;
- 2021 – 2026 Economic Development Strategy; and
- Smart City Plan.

City Plan 2030

The economy is vital to the success of the City of Norwood Payneham & St Peters as a place where people can be educated, work and live. Light industrial and manufacturing precincts, vibrant mainstreets and a mix of growing and emerging sectors make it an exciting opportunity for new businesses. The project deliverables will assist to achieve several of the objectives under Economic Prosperity, within City Plan 2030.

2020 – 2025 Kent Town Economic Growth Strategy

The *Kent Town Economic Growth Strategy* was developed to build upon the existing strengths of Kent Town, which presently boasts several strong and emerging sectors supported by an accessible, culturally rich and liveable environment. All three (3) themes outlined in the Strategy will benefit from the development of the Investment Prospectus, specifically Theme 1, which is to attract investment opportunities that build on the existing strengths of Kent Town and drive business and residential growth.

2021-2026 Economic Development Strategy

The Council's *Economic Development Strategy* is a five-year strategy to support the growth of the City's business sectors, promote the city as a destination with dynamic and vibrant precincts, encourage innovation and investment, and make it easy to do business. One of the four (4) key themes in the Strategy is to be an innovative city that supports business and attracts investment.

Smart City Plan

For the City of Norwood Payneham & St Peters being a 'smart city' means making the most of technology, data and innovation to make our city better across social, cultural, environmental and economic. A city that is more liveable, more sustainable and more creative is a city that has more economic opportunities. Developing the Investment Prospectus will assist in attracting the right businesses to contribute to deliver on several of the priority actions set out in the *Smart City Plan*, while also portraying that the Council is committed to smart city initiatives and open to ideas and opportunities.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

It is not a direct Resolution of the Council, however the Council endorsed the *2021-2026 Economic Development Strategy* in October 2020, with an action to develop an Investment Prospectus to promote the City and its opportunities.

RESOURCING IMPLICATIONS

RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes.

- ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

The research and development of the Investment Prospectus will be undertaken by the Council's Economic Development Unit. Input and involvement from other Units including planning, urban services, events and sustainability may be required. External contractors will be sought as required.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$10,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	\$4,000					
• Other Operational Delivery Costs	\$6,000					
Total Funds Requested (b)	\$20,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Stacey Evreniadis
ECONOMIC DEVELOPMENT COORDINATOR 09.02.22

(Insert name & title of Project Owner)

(Date)

Keke Michalos
MANAGER. ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS 09.02.22

(Insert name & title of Project Owner)

(Date)

Supported by

Mario Barone
 Chief Executive Officer

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
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Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
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Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number (To be completed by Finance Section)
_____ _____

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-23

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Eastside Business Awards

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Economic Development Coordinator

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

In 2018, the Council delivered the inaugural Eastside Business Awards in partnership with News Corp Australia. The partnership continued in 2019 and 2020 and as a result of the Messenger print publication ceasing operation in mid-2020, News Corp Australia were unable to fulfil the editorial and marketing activity that was required to deliver the 2021 program.

As a result, in 2021 the Council partnered with Solstice Media, which includes brands InDaily, SA Life, CityMag, and most recently established InReview. The diverse suite of brands provides the Council and therefore the program with the flexibility to promote to different markets across all brands and platforms.

The Eastside Business Awards program is for businesses trading within the City of Norwood Payneham & St Peters. The aim of the awards is to recognise the best small businesses – retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters.

The awards encourage businesses and the public to vote for their favourite business in one or all of the relevant categories, which have been designed to reflect the City's mix of offerings.

The 2021 Eastside Business Awards program received a record 9,584 votes across twelve (12) categories, up nearly 40% on the 2020 figures.

As outlined above, the Council partnered with Solstice Media in 2021 and was able to deliver the program within the budget of \$37,000 as endorsed as a part of the 2020-2021 Budget. This included \$30,000 to cover the cost of the sponsorship package with Solstice Media, printed marketing collateral and distribution, as well as advertising costs through the Council-owned social media platforms. The remaining \$7,000 was allocated to cover the costs associated with hosting the Awards Ceremony where the winners were announced amongst over one-hundred (100) fellow businesses, Elected Members and Solstice Media Staff. A budget of \$37,000 has been endorsed by the Council as a part of the 2021-2022 Budget to deliver the 2022 Eastside Business Awards.

The 2023 Awards will be the third year that the Council will partner with Solstice Media and as the masthead and brands continue to grow, it is anticipated that sponsorship package price will increase, therefore it is proposed that \$40,000 be allocated to deliver the 2023 Eastside Business Awards.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The deliverables, which will be jointly managed and delivered by Solstice Media and the Council include:

- the development of a creative concept for the Awards;
- a comprehensive marketing campaign across the Solstice Media brands (InDaily, SA Life, CityMag, InReview) in both print and digital format;
- digital posters, flyers and any livery, which will be organised through the Council's Economic Development Unit and Communications Teams;
- the website, which will be managed by Solstice Media;
- the creative development of awards for the winning businesses;
- monitoring and facilitation of the nomination/voting processes;
- editorial support for the Awards carrying the City of Norwood Payneham & St Peters logo;
- joint City of Norwood Payneham & St Peters and Solstice Media judging process; and
- 'in partnership with the City of Norwood Payneham & St Peters' in logo format included on all collateral relating to the Awards.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

- **Objective 1.3 An engaged and participating community.**
 - *Strategy 1.3.3 Recognise and use the skills, knowledge and resources of the community.*

The proposed awards will help to acknowledge outstanding local businesses and their people who go above and beyond to provide an exceptional customer service experience. The Eastside Business Awards are a great way for businesses to promote what they do well, through the eyes of their customers and enable them to assess themselves against their competitors.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

- **Objective 2.1 An artistic, creative, cultural and visually interesting City.**
 - *Strategy 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.*

The businesses within the cultural and creative sector, play a significant role in contributing to the City's make up and so it is important to recognise and celebrate these businesses. Showing support and celebrating these artists and businesses demonstrates that the Council values the contribution that these businesses make to the community and its overall well-being.

By having a dedicated 'Best Arts & Culture / Entertainment Experience' category confirms the importance and significance of this sector.

Economic Prosperity:

A dynamic and thriving centre for business and services.

- **Objective 3.1 A diverse range of businesses and services.**
 - Strategy 3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.
- **Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.**
 - Strategy 3.2.3 Promote the City as a visitor destination.
- **Objective 3.5 A local economy supporting and supported by its community.**
 - Strategy 3.5.1 Support opportunities for people to collaborate and interact in business precincts.
 - Strategy 3.5.4 Support opportunities for the community to access locally produced food and beverage products.

Environmental Sustainability:

A leader in environmental sustainability.

Not applicable.

RELATIONSHIP TO ECONOMIC DEVELOPMENT STRATEGY 2021-2026

How will the deliverables of the project contribute to the Council's Economic Development Strategy 2021-2026?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Economic Development Strategy 2021-2026.

- **Dynamic & Diverse City: Support the growth and viability of the City's business sectors based on their competitive strength and strategic priority.**
 - Strategy 1.1 Focus on the support and growth of the City's priority sectors
- **Destination City: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.**
 - Strategy 2.2 Support the City's vibrant main street precincts
 - Strategy 2.4 Work with local business operators to strengthen the viability of precincts and enhance the customer experience.
- **Innovative City: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.**
 - Strategy 3.2 Recognise businesses and business sectors that make a significant contribution to the City.

Of the four (4) overarching key themes in the Citywide Economic Development Strategy, this project will contribute to achieving three (3) of them, all of which have been outlined above. Specifically Action 3.2.1, which is to *conduct an Annual Business Awards program that gives customers, business owners and employees the chance to recognise and celebrate their favourite City business*, will be accomplished.

In this competitive environment, particularly as businesses continue to be affected by the COVID-19 Pandemic, any form of marketing and promotion is welcomed by businesses. Whilst winning an award in any category would be the ultimate goal for most businesses, the value of being named as a finalist can improve brand awareness and provide new customers with a better understanding of particular businesses.

Being selected as a finalist for an award is like a third party endorsement of the services or products that a business offers. Being named a winner is like a seal of approval, and is a sign of quality and excellence. However, from a business perspective, just being nominated provides an opportunity for the business to look at its business from a different perspective, evaluate its offering and determine what it is that it does best.

In addition, the amount of promotion associated with the initiative through Solstice Media's platforms, particularly the coverage during the busiest time of the year – Adelaide Fringe Festival, is invaluable. It also helps to put the City of Norwood Payneham & St Peters and its businesses "on the map" for both the local community and tourists.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There is no direct risk to the Council of not participating in the initiative, however given the current state of the economy and the difficulties that many small businesses are currently facing, particularly in the retail sector, any support and recognition that the Council can provide to small business, is crucial. Also given that this initiative has been successfully delivered since 2018, there is an expectation from the City's businesses that it will continue to be delivered by the Council.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The Eastside Business Awards offer the opportunity to promote and celebrate all businesses within the Council area, not just those who are located within a designated precincts.

Having committed to the Eastside Business Awards since 2018, and due to the success and positive feedback of the program, there may be a risk that businesses will question the Council if it is decided to not invest in the 2023 program.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

If the Council does not allocate the budget, it will not be able to deliver the initiative.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

The implementation of the Eastside Business Awards program will be undertaken by the Council's Economic Development Coordinator with the support from the Events Coordinators and managed by the Manager, Economic Development & Strategic Projects in collaboration with Solstice Media. Input and involvement from other Council Staff and/or external contractors will be sought as required.

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

The Awards Ceremony will be managed by the Council's Economic Development Coordinator and Event Coordinators.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	30,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	10,000					
Total Funds Requested (b)	40,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Stacey Evreniadis
ECONOMIC DEVELOPMENT COORDINATOR

30.12.21

(Insert name & title of Project Owner)

(Date)

Keke Michalos
MANAGER. ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS

30.12.21

(Insert name & title of Project Owner)

(Date)

Supported by

Mario Barone
 Chief Executive Officer

24.01.22

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

<p>Master Account Number <i>(To be completed by Finance Section)</i></p> <hr/>

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Dog & Cat Management Plan Education Campaign

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

General Manager, Governance & Community Affairs

PROJECT MANAGER:

Team Leader, Regulatory Services

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Project involves the implementation of an education campaign as required by the Council's 2019-2024 Dog & Cat Management Plan. The campaign will be implemented over the five (5)-year life of the Plan. The 2022-2023 financial year will be the fourth year of implementation.

The purpose of the education campaign is to educate the community in relation to:

- the new legislative requirements relating to microchipping and desexing of dogs and cats; and
- the general principles of responsible dog and cat ownership.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*
 - Social Media campaign (posts & video content, and advertising on responsible pet ownership topics and Council initiatives)
 - Look East and website articles
 - Footpath stickers in off-leash / on-leash reserves (on responsible pet ownership topics)
 - Annual resident survey
 - Upgraded signage in several popular reserves (to include dog-related information – e.g. off leash area times & requirements – along with key reserve facilities & features)
 - Microchipping Day event – discounted microchipping, dog obedience classes, information stalls

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1. Convenient and accessible services, information and facilities.**Objective 3. An engaged and participating community.**

Engaging the community through the education campaign and providing accessible and up-to-date information and resources (both online and in person) relating to dog and cat management will increase community knowledge and skills.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable.

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Some of the key risks presented by failing to educate the community in accordance with the requirements of the Council's Dog and Cat Management Plan are:

- Non-compliance by members of the public in relation to mandatory registration, microchipping and desexing requirements which may result in fines and penalties being imposed.
- Continuing or high numbers of complaints relating to issues such as dog attacks, excessive barking and dogs wandering at large in the City which may result in injury and amenity impacts upon members of the public and reputational impacts for the Council.
- Failure by the Council to act in accordance with and to achieve the key performance measures set out in its Dog & Cat Management Plan which may result in increased risk of administrative challenge to the Council, action by the Board under the Act and reputational impacts for the Council.
- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Most non-compliances by members of the public in relation to dog and cat management would only have a minor impact and a relatively low risk rating (e.g. failure to register dogs on-time), however, issues such as dog attacks and barking complaints can have a significant impact upon the Council both in terms of the potential for harm to members of the community, use of staff resources and reputational impacts, and would attract a higher risk rating. A continuing focus on educating members of the community in relation to their obligations and how to prevent the occurrence of problematic behaviour by their pets, along with monitoring of key statistics in relation to this, is therefore critical.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Engagement by the community with the education campaign – interest and engagement in the information distributed which leads to actual behavioural change (e.g. responsible behaviour in off-leash areas), and compliance with the legislative and Council requirements relating to dog and cat management. Despite these requirements being introduced several years ago now, there is still a lack of awareness of the desexing and microchipping requirements relating to dogs and cats in our community.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

2019-2024 Dog & Cat Management Plan. The education campaign will contribute to the main goal of the Plan which is to promote and achieve responsible pet ownership of dogs and cats in the City.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The 2019-2024 Dog & Cat Management Plan was endorsed by the Council at its meeting held on 12 September 2018 and approved by the Dog & Cat Management Board on 25 October 2018.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes – a project team will be established and support will be required from the following staff:

Team Leader, Regulatory Services

Events Unit

Communications Unit

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

As per above

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs (Event)	\$2,000					
• Construction Costs						
• Contracted Services (Event)	\$3,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs:						
- Advertising (social media, print)	\$2,000					
- Printing (posters / brochures / footpath stickers)	\$3,000					
- Signage (informational signage for off-leash reserves)	\$10,000					
Total Funds Requested (b)	\$20,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Peter Reschke
Team Leader, Regulatory Services

10 February 2022

Supported by

Lisa Mara,
General Manager, Governance & Community Affairs

10 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022 -2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME: Greening of Verges Program

RESPONSIBLE GENERAL MANAGER: General Manager, Urban Services

PROJECT OWNER: Manager, City Services

PROJECT MANAGER: Works Co-ordinator – Parks & Gardens

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

As part of the Council's initiatives to increase green cover across the City and facilitate the conversion of public verges to gardens, the Council funded two new programs in 2021-22:

- *Greening of Verges Program (City Services)*
- *Capital Works Footpath Construction and Reconstruction Program (City Assets)*

This budget submission deals with the Greening of Verges Program.

As urban infill continues to increase across the City and there is a growing trend for some residents to landscape street verges. The increased green space can assist in providing shade and absorbing heat from hard surfaces mitigating the effects of climate change and urban infill. This is particularly important as the frequency and intensity of heatwaves is predicted to increase. Verges can provide additional flora for biodiversity and food for local fauna.

At its meeting on 7 December 2020 the Council endorsed taking a more proactive approach to the greening of verges through new policy, incentives and monitoring.

The *Greening of Verges Program* was trailed in 2021-22 and assists citizens with the physical works needed to convert their dolomite verge to a vegetated garden bed. The funds are allocated, through an application process to successful applicants, providing for the excavation and disposal of the top layer of compacted rubble (dolomite or quartzite) and the depositing of loam ready for planting.

This initiative complements the separate *Capital Works Footpath Construction and Reconstruction Program*, which also, for the first time, assisted property owners to convert verges to planted spaces.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

As part of the separate Capital Works budget, it is recommended to proceed with a second year of the *Capital Works Footpath Construction and Reconstruction Program* offer of an 'opt-in' replacement of loam in front of their property instead of compacted dolomite / quartzite at the cost of Council. The *Greening of Verges Program* will be open to residents on streets that are not being renewed through the Capital Works Program.

The first year's trial of the program resulted in:

Applications received for verge greening: 42

Applications received meeting the set criteria: 40

Applications denied as not meeting the set criteria: 2

Eligible applications meeting the criteria able to be funded: 18

Eligible applications meeting the criteria but funds exhausted: 22

22 applicants were advised that funding was exhausted, however they could proceed with greening the verge themselves. A number of these persons then called or emailed noting they would not action the works.

Area of verge "converted" under this program: 105 square metres

The trial Program had a budget allocation of \$25,000 for the first year's application round. 20 verge conversions were assisted through this process.

The Verge Policy was endorsed in March 2021 and is due to be reviewed by April 2021. A number of minor changes are suggested to the Policy including to further clarify that monitoring and enforcement measures will not apply where a valid authorization has previously been given for artificial grass. The Policy states that the Council may offer in-kind support or incentives to support applicants in the greening of verges. This aspect of the Policy implementation has continued support and is addressed in this Budget Submission. .

The trial of the Greening of Verges Program has been demonstrated to achieve successful outcomes for increased greening across the City. Less than half (18) of applications meeting the required criteria were funded, with a further 22 applications that met the criteria unable to be funded.

Whilst not all applications were able to be funded in the initial year of the program, a balance needs to be struck between this initiative and other priorities of the Council. Additional human resources would also be required in any expanded form of the incentives program, which has been challenging for Depot staff to administer in the first year due to competing resource demands.

The program should continue for a second year, based on the initial \$25,000 per annum allocation, with priority given to those applicants that missed out on funding but still wish to proceed with their verge planting.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Objective 4.3 Thriving and healthy habitats for native flora and fauna

4.3.4 Facilitate community participation in revegetation programs and gardening programs where appropriate

Objective 4.4. Mitigating and adapting to the impacts of climate change

4.4.3 Support climate change adaptation and community education

Social Equity:

A connected, accessible and pedestrian friendly community.

The Program seeks to encourage participation in increasing green cover, which can support healthier lifestyles and well-being. The program aims to engage the community and provide the tools and motivation to facilitate positive change in citizens' own gardens and neighbourhoods.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The program educates and fosters awareness of the contribution of green cover in creating a resilient urban environment.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The program will encourage ratepayers to appreciate the benefits and importance of investing in urban greening. The program theme is of resilience and sustainability, which more broadly supports the concepts of fostering a local economy and supporting local businesses.

Environmental Sustainability:

A leader in environmental sustainability.

The program supports the Council's objective to be a leader in environmental sustainability by rewarding, recognising and promoting the benefits of greening, cool and provide biodiversity in neighbourhoods.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The relevant target of the 30-Year Plan for Greater Adelaide is a 20% increase in green cover by 2045.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS**RISK MANAGEMENT**

- What are the risks associated with the current situation to the Council and or the Community?**

There is a risk that the greening of verges will significantly increase the Council's maintenance costs, particularly in cases where citizen planted verges are not maintained and / or abandoned over time. This risk can be appropriately managed by ensuring that the Council implements a Policy for Verges and amended Verge Gardens Guidelines includes a mechanisms for proactive enforcement of illegal verge treatments. This submission if supported will reduce the risk as it is contained to \$25,000 on a first in first served approach.

- How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Likelihood: Possible

Consequence: Minor in the short term (but moderate in the long term)
Risk: Low (23)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Community uptake of the program in the first year of offering the verge greening program has outstripped available funds. This risk will need to be managed (such as not promoting the annual funding assistance until previous applicants have been invited to re-apply).

There is the risk that the Council experience difficulty residents in maintaining landscaped areas on Council land to its satisfaction. The proposed Policy for Verges provides the framework for enforcing unmaintained landscaped verges.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Yes

In May 2016 the Council endorsed the Resilient East Regional Climate Adaption Plan.– This Plan recognises the urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality of trees and other planting across urban areas and ensure that gardens are designed to be able to cope with existing and predicate climate conditions. This project encourages and supports the community to improve urban greening.

The 30-Year Plan for Greater Adelaide - 20% increase in green cover by 2045.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Yes

At its meeting on Monday 7 December 2020 the Council moved:

1. That the Council endorses taking a more 'proactive' approach to greening verges on the basis of recommendations detailed in this report.
2. **The Council notes that a project definition will be submitted for consideration in the allocation of \$25,000 in the 2021-2022 Budget for a Greening of Verges Program, to cover the cost of excavating compacted materials and supplying and spreading loam for approved Applications to green verges on a 'first come first served' basis, subject to such Applications meeting eligibility criteria.**
3. The Council notes that a report will be presented for its consideration containing a draft Policy for Verges and amended Verge Garden Guidelines, addressing the following matters:
4. changes to the Council's Capital Works Footpath Construction and Reconstruction program to offer incentives to residents to apply for the conversion of verges from compacted materials to planted verges;

preference for incentives be provided to Applicants who seek approval to undertake the conversion of verges with drought tolerant and sustainable plants; to Applicants seeking to plant their own and neighbouring verges; and Applications in areas with high surface temperatures or identified as socially vulnerable through urban heat mapping:

- kerb access and different road functions;
- suitable location of bin pads;
- materials used for paths;
- weed control;
- trees including fruit and nut trees;
- maintaining the current ban on food cultivation;
- modifications to the street sweeping program;
- enforcement of unauthorised verge conversion including the use of artificial turf; and
- the promotion of existing planting guides and water conservation tips.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The project would be delivered by current Council Depot resources to project manage the contractors and or team members who will be required to deliver the tasks.

-
- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

Yes, the Council's Communication team and Customer Service team will be required to assist in providing information about the program to residents and updated website materials / forms.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	\$	\$	\$	\$	\$	\$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)	\$0					
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$25,000					
Total Funds Requested (b)	\$25,000					
Net Funds Requested (a-b)	\$25,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Chris McDermott _____ (Date) _____

Supported by

Peter Perilli _____ (Date) _____

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Raising The Bar Adelaide

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Economic Development Coordinator

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

Raising the Bar Adelaide is aimed at making education a part of the City's popular culture by simply mixing learning and debate into a fun-night out.

Since 2018, the Raising the Bar Adelaide events have provided the opportunity to showcase the diverse pub scene within the City of Norwood Payneham & St Peters, raise the awareness of the City's night time offering, whilst creating a one of a kind, knowledge driven event.

Through the transformation of ten (10) of the City's pubs into a learning campus for one night, the Council is able to successfully raise the bar on the content people are able to consume in their everyday lives. The format of the event is twenty (20) talks in one night; across ten (10) venues throughout the City of Norwood Payneham & St Peters.

As a result of COVID-19, the 2020 and 2021 events were modified in order to deliver them in a safe and manageable way. This included live streaming talks, reducing the number of tickets available and also reducing the number of talks, to avoid attendees traversing from one pub to another.

Whilst the number of recorded attendees at each event has decreased over the last two (2) years due to venue restrictions which have been implemented due to the COVID-19 Pandemic, the Raising the Bar Adelaide event remains to be one of the most popular events on the annual calendar.

In order to deliver this initiative in 2023, the Council will need to allocate \$37,000. This amount will cover the cost of the license fee with *Raising the Bar*, with the remainder of the budget covering the costs associated with the marketing collateral, advertising and promotions of the event and the cost to staff the venues.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The City of Norwood Payneham & St Peters is passionate about the power of education and new ideas to change communities and the world. Raising the Bar Adelaide provides the Council the opportunity to connect and engage with the universities, and to play a major role in moving learning out of the classroom into spaces where people already gather. The event encourages people to move out of the comfort of their homes at a time of the year, and on a night of the week when they would otherwise stay home.

The deliverables for this initiative include but are not limited to:

- partnering with venues across the City and liaising with venue managers ahead of, during and after the event to deliver the initiative;
- matching speakers that have complementary topics and allocating them to appropriate venues;
- the development of a comprehensive marketing campaign across the Council and precinct online channels and in print publications;
- liaising with the Raising the Bar staff on the website development, including providing all imagery and content; and
- liaising with Raising the Bar staff on all marketing and communication activity to ensure cohesive and consistent messaging.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

An inclusive, connected, accessible and friendly community.

Objective 1.3 An engaged and participating community.

- *Strategy 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.*
- *Strategy 1.3.3 Recognise and use the skills, knowledge and resources of the community.*

Objective 1.4 A strong, healthy, resilient and inclusive community.

- *Strategy 1.4.2 Encourage and provide opportunities for lifelong learning.*
- *Strategy 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.*

The Council strives to deliver events that have a strong social presence, encouraging the community to be engaged and connected. The Raising the Bar events have proven to be a popular volunteering opportunity and positively challenged the leadership and skills of the Council's volunteers. In addition, the event generates a range of positive effects that include the reinforcing of collective ideas; encouraging alternate environments for learning; promoting wellbeing and increasing civic pride.

Cultural Vitality:

A culturally rich and diverse city with a strong identity, history and sense of place

The City of Norwood Payneham & St Peters has a strong 'sense of place' and belonging, created by the City's history and culture. Supporting and encouraging greater creativity, contributes to the City's future ideas, with direct benefit to the community.

The education sector has the ability to significantly impact on culture. It spreads different ideas among masses, teaches a person to think in a different way than they might have before, and gives them access to the sciences, arts, politics and entrepreneurial ideas and events of the time. Past events have achieved this, and by doing so, provide the community with the setting to debate ideas in an open forum.

Economic Prosperity:

A dynamic and thriving centre for business and services.

- **Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.**
 - *Strategy 3.2.3 Promote the City as a tourist destination.*
- **Objective 3.5 A local economy supporting and supported by its community.**
 - *Strategy 3.5.1 Support opportunities for people to collaborate and interact in business precincts.*
 - *Strategy 3.5.5 Encourage community support for and promote awareness of all businesses in our City.*

Raising the Bar Adelaide achieves several objectives and strategies outlined in the fourth pillar of the Council Strategic Management Plan of 'a dynamic and thriving centre for businesses and services'.

In this competitive business environment, any form of promotion or marketing is welcomed by businesses, and particularly in this instance where an initiative with a growing brand is again being presented. With several of the venues located on or adjacent to The Parade and Magill Road, it provides opportunity for additional promotion through the precincts' marketing channels. The strong social media following contributed to the prosperity of the event and the City.

Environmental Sustainability:

A leader in environmental sustainability.

Not applicable.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There is no extreme risk to the Council and or the community in the delivery of this initiative. Previous events provided the local pubs and bars a promotional opportunity during quieter months and due to their success, they are keen to be involved year after year.

Although there is no extreme risk, if the Council decides not to support this initiative in 2022-2023, there is a very likely chance that one of the States three (3) universities will take up the opportunity, alternatively another Council within South Australia will sign the license to deliver the event.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

As above, the community was very supportive of this initiative, this was displayed through their attendance and feedback after the event. If the Council decides not to proceed, the Council's reputation will be at risk.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

If the Council does not allocate the budget, it will not be able to deliver or give the event justice, given the resources that need to be invested to deliver a successful event.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

RESOURCING IMPLICATIONS**RESOURCES**

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

- Manager, Economic Development & Strategic Projects
- Economic Development Coordinator
- Events Coordinator
- Communications Officer
- The Council Staff and Volunteers for the event night

FUNDING REQUEST**FUNDING IMPLICATIONS****BUDGET ESTIMATE:**

(Excluding GST)

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$12,000					
• Legal Expenses						
• Equipment Purchases	\$5,000					
• Consultation Costs						
• Other Operational Delivery Costs	\$15,000					
Total Funds Requested (b)						
Net Funds Requested (a-b)	\$37,000					
Ongoing Operational Savings						

• Labour	
• Contractors/materials	
Potential on-going Savings	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Stacey Evreniadis
ECONOMIC DEVELOPMENT COORDINATOR 30.12.21

(Insert name & title of Project Owner)

(Date)

Keke Michalos
MANAGER, ECONOMIC DEVELOPMENT & STRATEGIC PROJECTS 30.12.21

(Insert name & title of Project Owner)

(Date)

Supported by

Mario Barone 24.01.22

(Insert name & title of relevant General Manager)

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022/2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Smart City Plan Implementation

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

General Manager, Urban Planning & Environment

PROJECT MANAGER:

General Manager, Urban Planning & Environment

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

In December 2020, the Council endorsed a Smart City Plan for the City of Norwood Payneham & St Peters. The Council also endorsed a Priority Action Plan, subject to funding allocation being considered through the annual budget setting process.

Smart Cities apply digital technology, data and innovative practices to improve liveability, sustainability, collaboration and economic opportunities. Some common examples of smart city initiatives and projects include:

smart parking, to improve efficiencies in the monitoring and enforcement of car parking areas and to provide information on the availability of car parking spaces in high traffic areas to the community;

smart lighting, allowing for lighting levels to respond to local conditions and to allow for lighting poles to be used for multiple purposes, including weather monitoring, the provision of public WIFI and, subject to privacy considerations, the use of CCTV cameras and the like;

smart irrigation, to improve the efficiency of water usage for irrigation;

smart sensors, to monitor usage rates of public infrastructure, to in turn, inform Council's decision making processes;

e-vehicle charging stations; and

smart apps for mobile phones, enabling the exchange of information and data between citizens and the Council, the promotion of rubbish collection cycles, events and tourism etc.

In the first year of implementing the Smart City Plan, several initiatives were undertaken including:

- Appointment of the General Manager, Urban Planning & Environment as the Council's Smart City Lead;
- Appointment of an internal Smart City Working Group;
- Preparation of a Smart City Communications and Promotional Strategy;
- Development of business cases for Smart City initiatives such as a Smart Parking Pilot project in the Webbe Street car park, Norwood;
- Strategy for transitioning the Council's passenger vehicle fleet to a low emissions fleet;

- Leasing of first batch of hybrid electric vehicles for staff use;
- Assessment of IoT LoRaWAN network across the Council area;
- Integration of Smart City features in some strategic projects such as The Parade Masterplan;
- Adoption of a Corporate Emissions Reduction Strategy;
- Installation of 66kW Solar PV and Battery Storage at Norwood Town Hall;
- Smart Irrigations systems installed in Scott Street Reserve and Syd Jones Reserve and Battery powered Bluetooth irrigation controller installed to allow remote management of the irrigation system on the median strip of The Parade, Norwood;
- Smart Park Pilot Project for the Webbe Street car park, Norwood in partnership with eSMART 21 to test the suitability and effectiveness of eSMART 21's propriety product AutoFine, with the goal of increasing car parking turn over in the Webbe Street car park;
- Partnered with IronBark Sustainability and Google to use Google EIE analytics to understand transport volumes by different modes across the city prior to and since the impact of COVID-19;
- Use of Heat Mapping to guide decision making on the future greening of the Council area;
- Integration of a remote monitoring system and radar to monitor vehicle speeds with a Koala Crossing on William Street, Norwood;
- Funding secured from DIT for the installation of cyclist counters on the Norwood Magill Bikeway;
- Trial of e-Scooters across the City;
- Implementation of QR Codes for Council event posters to provide citizens with additional event information for those interested; and
- Installation of Christmas themed Augmented Reality projections on The Parade.

The Priority Actions identified in Year 2 of the Plan are set out below.

Strategic Theme	Priority Action	Indicative Milestones	Responsibility
Smart Community	Deliver digital training library programs	<ul style="list-style-type: none"> ▶ Deliver digital skills development program ▶ Report to Council with Program analysis and key insights 	▶
	Develop a smart city comms and engagement plan	<ul style="list-style-type: none"> ▶ Review stakeholder engagement insights from Smart City Plan ▶ Use key findings to adapt current stakeholder engagement processes to adapt to modern paradigms 	▶
Digital Economy	Implement free public Wi-Fi in key locations across the City	<ul style="list-style-type: none"> ▶ Report to Council with top 3 priority locations for free public Wi-Fi ▶ Install Wi-Fi in key locations 	▶
	Investigate options to consolidate and advance the local innovation eco-system	<ul style="list-style-type: none"> ▶ Conduct assessment of current innovation ecosystem and report to Council with key findings ▶ Develop a forward plan for innovation ecosystem development 	▶
Smart Council	Integrate low/zero emission vehicles into Council fleet	<ul style="list-style-type: none"> ▶ Continue to transition Council fleet to low emission vehicles based on dedicated fleet transition plan 	▶
	Develop innovative/digital procurement policies and processes	<ul style="list-style-type: none"> ▶ Review current procurement policies and systems ▶ Conduct analysis of best practice in agile procurement and use key findings to inform development of new policies and frameworks 	▶
Smart & Sustainable	Develop a smart city performance and accountability framework	<ul style="list-style-type: none"> ▶ Investigate best practice frameworks for monitoring smart city performance and accountability ▶ Develop a DRAFT Smart City Performance & Accountability framework to Council for endorsement and enactment 	▶
	Implement smart irrigation systems in high-priority locations	<ul style="list-style-type: none"> ▶ Report to Council with top 3 priority locations for smart irrigation ▶ Install irrigation systems in key locations 	▶
	Explore options for smart lighting systems/infrastructure	<ul style="list-style-type: none"> ▶ Utilise best practice in smart lighting implementation to develop a business case for smart lighting systems ▶ Conduct a market scan to identify high-value options for smart lighting and smart pole integration 	▶
	Develop a roadmap for smart environmental/sustainability monitoring and management	<ul style="list-style-type: none"> ▶ Review current environmental management practices ▶ Leverage best practice in smart environmental monitoring to develop an opportunities paper to present to Council 	▶
Smart Mobility	Go to market to deliver smart kiosks	<ul style="list-style-type: none"> ▶ Report to Council with budget bid ▶ Develop RFQ for delivery of smart kiosks in key locations in the City ▶ Conduct agile procurement process and secure contract to deliver smart kiosks 	▶
	Go to market for expanded smart parking	<ul style="list-style-type: none"> ▶ Use key findings of smart parking review to enhance delivery of smart parking systems in new locations 	▶
	Facilitate uptake of electric vehicles (EV) and roll-out of EV charging infrastructure	<ul style="list-style-type: none"> ▶ Review current demand for EV charging infrastructure ▶ Develop a business case and environmental impact report for the provision of Council-owned, publicly available EV charging stations 	▶

Some of the Priority Actions for Year 2 of Implementation of the Smart City Plan have already been actioned, including the preparation of a Communications Strategy, facilitation of Electric Vehicle charging infrastructure and analysing the feasibility of digital kiosks, as part of the detailed design process of stage 1 of The Parade Masterplan. Some other initiatives, such as the implementation of new smart irrigation systems in high priority locations will be pursued via separate funding submissions or through the application of recurrent funding, where possible.

The purpose of this submission is to seek funding to implement Smart Parking technology to monitor and manage car parking in the ground floor of the Webbe Street carpark, Norwood.

One of the key drivers of the Council's Smart City Plan is to facilitate greater accessibility and mobility so that people can move efficiently around the city, accessing services and participating in economic activity. One of the Council's accessibility related Priority Actions is to explore opportunities to improve the efficiency and effectiveness of city parking with smart technology.

In 2021, the Council partnered with eSMART 21, to undertake a Smart Parking Pilot Project in the Council owned Webbe Street, Norwood car park. The purpose of the Pilot project was to evaluate the use of technology to facilitate a greater turnover of car parking spaces in highly utilised car parks, via the monitoring and enforcement of parking time limit controls.

The overall objectives of monitoring car parking spaces in the Webbe Street car park with technology include:

- Increasing turn-over of available parking spaces to benefit local traders;
- Where required, issuing expiation notices in an effective and efficient manner, minimising the extent of time the Council's Regulatory Services Compliance Officers need to physically spend in the car park monitoring vehicle stays;
- Improving the standard of proof of evidence for issuing expiations; using data obtained from in-ground sensors, and/or CCTV footage;
- Freeing up time for the Council's Regulatory Services Compliance Officers to perform more duties, such as monitoring parking adjacent school zones, elsewhere in the City;
- Increasing revenue sourced from parking expiations, noting that this is not one of the key drivers for the project; and
- Monitoring of car parking usage rates, including peak periods, to inform timing of delivery for other council projects such as capital works upgrades in the vicinity of the carpark.

The Smart Parking Pilot Project undertaken in partnership with eSMART 21 was successful and showed that their Autofine technology could be deployed and be 'fit-for-purpose' in the Webbe Street car park, however, given the broad range of technology available to monitor and manage car parks, it is proposed to 'test the market' by seeking submissions via an open tender process, for the monitoring and management of the ground floor of the Webbe Street car park using smart technology and subsequently deploying the most suitable technology available from the open market.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

Specific outputs from the project include:

- Open market call for submissions for the monitoring and management of the ground floor of the Webbe Street car park using smart technology;
- Deployment of Smart Infrastructure within the Webbe Street car park;
- New signage and information advising motorists of the monitoring of the car park;
- Regular data reports from the supplier on car park usage rates, turn-over of spaces, number of expiations issues; average time each space is used etc.;
- Consultation and communication strategy with local traders.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The implementation of Smart Parking initiatives is underpinned by the objective of improving accessibility to local businesses and services.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The implementation of Smart City projects that contribute to the sustainable, effective use of hard infrastructure fosters a stronger connection with the City and a sense of place.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Smart Parking initiatives have a role to play in enabling greater connectivity between citizens and local businesses and services via improving turn over and availability of car parking spaces. The Council can play the role of 'enabler' in this space and apply digital technology, or make data available to improve citizen and business collaboration and inform economic opportunities.

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Council's Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Smart City initiatives are outcome focussed and can improve the efficiency of Council services.

Capability

Enabling Organisational capability and capacity through "Our People"

N/A

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

By driving efficiency improvements through the use of technology and data, Council staff can inspire each other to look for efficiencies across all of Council's services and programs.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Smart City initiatives are of themselves generally innovative.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

The key risk is that Council may not be delivering best value outcomes for the community, given the rapidly changing community needs that is underpinned by technological advancements. This can be mitigated through the timely implementation of priorities identified in the Smart City Plan.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

The risk to Council is moderate. However, the potential cost can be considered in terms of reputational damage if the Council is not leveraging innovative, technology based ways of improving service delivery.

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

There is the potential that local traders and the community will not support the increased monitoring of the Webbe Street carpark. This will need to be managed by undertaking robust consultation and information sharing with local traders and the community and being clear about the benefits of the project regarding more effective service delivery and encouragement of greater accessibility to local businesses and services.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

No.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

Yes in the sense that the Council has endorsed the delivery of its Smart City Plan, but funding for any significant initiatives is subject to consideration via the Council's annual budget setting process.

RESOURCING IMPLICATIONS

RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes.

- ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

This project will need to involve:

- Team Leader, Regulatory Services;
- Smart City Project Team;
- Compliance Officers, Regulatory Services; and
- Other staff as required.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)	Nil					
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$80,000					
Total Funds Requested (b)	\$80,000					
Net Funds Requested (a-b)	\$80,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF



Carlos Buzzetti, General Manager, Urban Planning & Environment

8 February 2022

Supported by

Chief Executive Officer

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Sustainable Garden Awards Program 2022

RESPONSIBLE GENERAL MANAGER:

General Manager, Urban Planning & Environment

PROJECT OWNER:

Manager, Urban Planning & Sustainability

PROJECT MANAGER:

Events Coordinator

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

This funding submission relates to the delivery of the Council's biennial Sustainable Garden Awards program that aims to:

- foster community interest in sustainable gardens and landscaping;
- support the Council's profile as a supporter of sustainable gardens; and
- reward landscaping design and the aesthetic, social and environmental benefits which sustainable gardens contribute to the community.

To complement the Award program, the Council hosts a series of free sustainable gardening events, featuring well-known South Australian industry expert guest speakers who encourage a 'lead by example' philosophy to participants. Through practical workshops and learning sessions, participants are encouraged to adopt sustainable gardening practices with long term environmental benefits. These events were well received in 2016, 2018 and 2020 with more than 150 community members participating in the first Award program and over 200 community members involved in the second Award program. The 2020 program was largely delivered on-line, which was well received. Two in person events were held - *Garden Photography with your Mobile Device* at Felixstow Reserve and three *tours of St Peters Billabong* hosted by Friends of the Billabong volunteers.

The program also provides an opportunity for the community to showcase sustainable gardening solutions for a range of land uses, including commercial properties, multi-residential developments, schools and child care centres, community gardens and residential blocks.

Each year the nominations are judged by a panel of independent industry experts and each nomination is required to showcase at least one of the following criteria:

- design;
- innovation and creativity;
- biodiversity and habitat;
- self-sufficiency; or
- nature play.

Unfortunately less Award nominations were received in 2020 due to the impact of Covid. The winner of the Residential Award was given to Margherita Pietroben for 6 First Avenue, Payneham South. Prince Alfred College Early Learning Centre received a () **commendation** for the Community Award23 Dequetteville Terrace, Kent Town.

The program is of value because the Council and its community are concerned about the impact of increasing urban density on trees and garden areas. As temperatures continue to rise and storm and rainfall events continue to become more intense, the remaining gardens are more vulnerable, which will in turn result in an increase in the urban heat island effect and a decrease in the liveability of our City. Gardens are therefore becoming increasingly more important for health and well-being. One of the Council's leading strategic documents is the *Resilient East Climate Change Adaption Plan*. The Adaptation Plan includes a priority action to increase the quality and the quantity of trees and other plantings in our

neighbourhoods and to ensure that gardens are designed to be able to cope with existing and predicted climate conditions. The Awards program directly supports this priority action as well as the Council's objective to be 'a leader in environmental sustainability'.

The program also reflects our community's pride in the high quality aesthetic appeal of the council area.

At the conclusion of the inaugural 2016 program a review was conducted to evaluate the extent to which the program met its intended purpose and to identify learnings and potential improvements. These improvements were implemented in 2018 including sponsorship, Mayor's Award and an all-day event to encourage high attendance. The 2020 program again demonstrated there was extensive positive feedback and widespread support for the program.

PROJECT DELIVERABLES

Events –Free educational, promotional events will be held as part of the program. The events will serve to motivate the community to embrace sustainable gardening and also provide widespread publicity of the program. The events will be presented by a high profile gardening or sustainability spokesperson, as this was a significant drawcard for the previous programs. The previous events included:

- *Get the Most Out of Your Patch Event* - all-day free community event comprising of a series of sustainable gardening workshops and sustainability and gardening related stalls
- *Bugs, Bats and Bees*: kids workshop with Sophie Thomson
- *Sustainable and Pest Free Workshops* with four presentations – a second gardening workshop event
- *Award Winning Garden Tour* with 2016 Award winners John Boland and Chris Bryant
- *St Peters Billabong Tours* run by the Friends of St Peters Billabong.

Their person awards in 2016 and 2018 have been conferred at a presentation hosted by the Council and attended by over 50 community members on each occasion. This was an excellent opportunity for the Council to publicly recognise and promote the achievements of each applicant and to share and showcase a number of emerging trends in sustainable gardening and the benefits they provide.

Sponsorship and prizes – The program offers an opportunity for the Council to partner with local businesses. Previously this has included Bunning Kent Town, Mitre 10 Norwood, Jeffries, the Diggers Club, Heyne's Nursery and the Norwood Garden Centre to offer prizes and support the program's objectives.

In 2022, the Council will seek additional sponsorship opportunities from relevant bodies and agencies including SA Water, Green Adelaide, the Department of Environment, Water and Natural Resources (DEWNR), South Australian Museum, University of Adelaide, Conservation Council SA, Adelaide Sustainability Centre and Water Sensitive SA. This will potentially allow the Council to offer higher value prizes and benefit from improved publicity. Partnering with these agencies will also add an element of increased profile and awareness to the program.

Expert judging panel – An expert judging panel will be established.

Promotion – The program will be promoted in the Messenger, the Council's newsletter, *LookEast* (subject to timing), Council's website, Council's social media accounts, via promotional flyers (to be distributed through relevant community groups, organisations and businesses) and through guest presenters' social media. Opportunities to promote the program through gardening magazines will also be explored.

Reputation – By rewarding, recognising and promoting the benefits of various sustainable practices such as composting, food production, material re-use, greener neighbourhoods, biodiversity and responsible water use, the program will lift the Council's profile as a supporter of sustainable gardens and as a progressive Council. A focus on design and aesthetic is also consistent with the Council's aim to foster a visually interesting, artistic and creative City and also pleasant, well-designed, sustainable environments.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The Awards program seeks to encourage participation in gardening/landscaping activities, which can support healthier lifestyles and well-being. Workshops and presentations provide lifelong learning opportunities and fosters community interactions and the sharing of resources and skills. The education element of the program aims to engage the community

and provide the tools and motivation to facilitate positive change in citizens' own gardens and neighbourhoods. Similarly, the prizes are generous and relate directly to sustainable gardening, thereby empowering the winners to further their sustainable gardening pursuits.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The Awards program provides the opportunity to celebrate a diversity of gardens and cultures. It also educates and fosters awareness of the contribution of gardens and landscaping in creating sustainable urban environments.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The program will encourage businesses and residents to appreciate the benefits of investing in sustainable urban greening. The program has an underlying theme of sustainability, which more broadly supports the concepts of fostering a local economy and supporting local businesses.

Environmental Sustainability:

A leader in environmental sustainability.

The program supports the Council's objective to be a leader in environmental sustainability by rewarding, recognising and promoting the benefits of various sustainable practices such as composting, food production, material re-use, greener neighbourhoods, biodiversity and responsible water use.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Council's Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Opportunity to progress a number of the outcomes in *CityPlan 2030*

Capability

Enabling Organisational capability and capacity through "Our People"

The program provides an opportunity for staff (and members of the community) to demonstrate leadership.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Opportunity for the Council to inspire the community (including staff) to work towards improved sustainability.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

N/A

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

The Resilient East Climate Change Adaption Plan recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the quantity of trees and other plantings in our neighbourhoods and to ensure that gardens are designed to be able to cope with existing and predicted climate

conditions. By not acknowledging the importance of urban greening, the Council runs the risk of not progressing its sustainability commitments and thereby allowing the City's liveability standards to significantly decrease.

Delivery of the Sustainable Garden Awards will provide the Council an opportunity to widely promote the importance of greening on private land (as opposed to Councils' traditional role in influencing greening of public land). This helps address the competing spatial objectives expressed in Targets 1 and 5 in the State Government's *30 Year Plan for Greater Adelaide*, namely:

- Target 1.1: 85% of all new housing in metropolitan Adelaide will be built in established urban areas by 2045.
 - Target 1.2: 90% of all new housing in the Outer Greater Adelaide will be built in established townships and designated urban development areas by 2045.
 - Target 5: Urban green cover is increased by 20% in metropolitan Adelaide by 2045.
- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Likelihood: Possible.

Consequence: Minor in the short term (but moderate in the long term)

Risk: Low (23)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There is the risk that the Council experiences difficulty obtaining suitable guest speakers and suitable judges or obtaining sponsorship. The past Awards ran in 2020 were affected by Covid. However, given the better than expected participation levels in 2016 and 2018, there is confidence that the 2022 participation levels can also be secured.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes. In May 2016 the Council endorsed the Resilient East Climate Change Adaption Plan. This Plan recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the quantity of trees and other plantings in our neighbourhoods and to ensure that gardens are designed to be able to cope with existing and predicted climate conditions. This project encourages and supports the community to improve urban greening.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Yes.

The Council unanimously resolved on 1 August 2016, "That the Council endorses the overall concept and objectives of the Sustainable Garden Awards as outlined in the body of this report."

The Council resolved on the 3 April 2017 "That the Council continues to host the Sustainable Garden Awards Program biennially and endorses the following changes to the program:

1. That agency and/or commercial sponsorship be sought to offset the cost of running the program.
2. That the Mayor's Award be extended to include a 'Mayor's Best Overall Entry' Award.
3. That the Council notes that a review of the current verge treatment policies and practices across Local Government will be undertaken and presented to Council.
4. That the launch of the program be incorporated into a suitable event such as a sustainable gardening workshop, to encourage high attendance."

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?**

Yes, the Council's Communications team and Events Management team will be required to assist.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other (sponsorship)	500		500		500	
Total External Funding (a)	500		500		500	
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	5000		5000		5000	
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	1000		1000			
• Other Operational Delivery Costs	5,500		5,500		5,500	
Total Funds Requested (b)						
Net Funds Requested (a-b)	\$11,000		\$11,000		\$11,000	
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

 Eleanor Walters
 Manager Urban Planning & Sustainability

16/02/2022

Supported by



16/02/2022

Carlos Buzzetti
 General Manager, Urban Planning & Environment

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER
THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW
APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Master Account Number
(To be completed by Finance Section)

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

URBAN GREENING PROGRAM

RESPONSIBLE GENERAL MANAGER:

GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

PROJECT OWNER:

MANAGER URBAN PLANNING & SUSTAINABILITY

PROJECT MANAGER:

SUSTAINABILITY OFFICER

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

As part of the Council's 2021/22 budget, the introduction of an Urban Greening Program was endorsed as a trial for residential property owners to have increased support for planting trees and natives on private land to increase, enhance and add value to the overall City's green cover specifically increase canopy, biodiversity and habitat.

In the face of experiencing longer and hotter heatwaves and increased infill development, it will be critical to plan for green cover in backyards, streets and neighbourhoods.

The trial Program directly addresses a number of *CityPlan 2030* greening objectives. The trial program was separated into two (2) incentives (giveaways):

1. Tree Incentive (nursery voucher)
2. Native Plant Giveaway.

The program has been highly successful, with high demand and positive feedback received from participants. The initial response to the program was extremely high and resulted in an amendment to the budget, requested by Council, to double the original allocation.

The outcomes for the first year were 240 tree vouchers provided to property owners and 200 native plant packs (with 100 trees) given away to households. An evaluation report will be provided to Elected Members after the conclusion of the first year's implementation.

To continue to support the number of trees and native plants being planted on private land and given the popularity and feedback received it is recommended that the Council continue the Urban Greening Program.

The program budget is \$25,000 per year which would fund 250 established trees and 1200 native shrubs, to be given away to residents to plant.

Planting on private land will increase tree canopy and compared to the cost to the Council of planting and watering one street tree (\$450), represents good value for money. Furthermore, though this program, the Council is not responsible for on-going maintenance costs.

The Native Plant Giveaway would provide a range of plants from ground covers, grasses, shrubs and an option for a medium size tree as well as other resources such as a native garden guide / design booklet. The Giveaway would encourage residents to include native plants from the Adelaide Plains region that are drought tolerant, provide a source of food and habitat for local wildlife, and contribute towards preserving biodiversity across the

City in their gardens. It would also foster community interest in sustainable gardens and landscaping; lift the Council's profile as a supporter of sustainable and biodiverse gardens.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The parameters of the Tree Incentive voucher program would remain unchanged and administered on a 'first come; first served' basis, with the proviso of offering to our records of applicants that missed out in the last year of the program.

A promotional campaign about the benefit and importance of trees and canopy cover on private property will be undertaken to encourage uptake. The Tree Incentive would be promoted in the lead up and during suitable weather for tree planting (late autumn through to early spring).

This year the Native Plant Giveaway will be held to coincide with the 2022 Sustainable Garden Awards (September), for residents to collect a native plant pack from the Council. Pre-registration would be required. Residents would be given the option in pre-registration to have a native tree (e.g. golden wattle), this tree would be a juvenile tube stock not established like the above Tree Incentive. Registered residents will receive a free plant pack which includes 6 native seedlings (randomly selected except if they nominate to have a tree included), species list, native garden design / guide booklet and information about the Council's bi-ennial Sustainable Garden Awards.

Plant packs will be provided to 200 residential properties.

The Urban Greening Program will be promoted in the Council's newsletter, Look East (if timing allows) on the Council's website, via social media, at Council facilities and street posters. Other opportunities to promote the event will also be explored (e.g. through Resilient East and community groups).

By providing free native seedlings and vouchers towards juvenile trees promoting the benefits of green cover, canopy, biodiversity and drought tolerant species, the Program will lift the Council's profile as a supporter of sustainable biodiverse and green gardens and as a progressive Council.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

4.2.4 Protect, diversify and increase green cover

4.3.2 Revegetate designated areas with local native species where appropriate

4.3.3 Encourage green cover on private land

4.2.4 Facilitate community participation in revegetation programs, and gardening programs where appropriate

Social Equity:

A connected, accessible and pedestrian friendly community.

The Program seeks to encourage participation in increasing green and canopy cover, which can support healthier lifestyles and well-being. The Program aims to engage the community and provide the tools and motivation to facilitate positive change in citizens' own gardens and neighbourhoods. The vouchers are generous and relate directly to increasing canopy, thereby empowering residents to further their resilience to the effects climate change.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The Program educates and fosters awareness of the contribution of trees in creating a resilient urban environment.

Economic Prosperity:

A dynamic and thriving centre for business and services.

The Program will encourage ratepayers to appreciate the benefits and importance of investing in urban greening. The Program theme is resilience and sustainability, which more broadly supports the concepts of fostering a local economy and supporting local businesses.

Environmental Sustainability:

A leader in environmental sustainability.

The Program supports the Council's objective to be a leader in environmental sustainability by rewarding, recognising and promoting the benefits of canopy cover to greener, cool and provide biodiversity in neighbourhoods.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Council's Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

This Program would assist the Council to meet Target 5 in the State Government's *30 Year Plan for Greater Adelaide*, Urban green cover, which seeks an increased canopy cover by 20% in metropolitan Adelaide by 2045. There is a risk that without substantial planting on private land, the 30 Year Plan target for canopy cover will not be able to be achieved in the City of Norwood Payneham & St Peters by 2045.

Delivery of this Program will provide the Council an opportunity to widely promote the importance of greening and canopy cover on private land (as opposed to Councils' traditional role of greening of public land).

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

Likelihood: Likely
Consequence: Major
Risk: High (8)

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

Having conducted this program in 2021, there is very low risk that the program will not be well received.

The 2021 Tree Incentive program demonstrated to the community that the Council is being proactive in responding to data and community desire to increase canopy cover within the City.

There is also a risk that the Council experiences low take up rates in residents registering for Native Plant Giveaway. But given even higher expected participation levels in 2022 as part of the Sustainable Garden Awards, it is reasonable to assume high level of participation.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

In May 2016, the Council endorsed the Resilient East Climate Change Adaption Plan. This Plan recognises that urban greening helps to mitigate against the urban heat effect and includes a priority action to increase the quality and the quantity of trees and other plantings in our neighbourhoods and to ensure that gardens are designed to be able to cope with existing and predicted climate conditions. This project encourages and supports the community to improve urban greening.

CityPlan 2030 recognises the importance of trees and canopy cover on private land through Objective 4.3.3. Encourage green cover on private land. It set the target of "plant a minimum of 500 new trees per year in streets and/or public spaces".

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No

RESOURCING IMPLICATIONS

RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes – Sustainability Officer and Manager, Urban Planning & Sustainability

- ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

The Council's Communication team will assist with promoting the Program; Customer Service team will assist with directing / providing property owners with information and or vouchers for the Tree Incentive; City arborist will assist with the nurseries with a range of trees and providing/reviewing information regarding suitable tree species; and Events Management, and City Services will be required to assist with the Native Plant Giveaway.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$25,000	\$25,000				
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$25,000	\$25,000				
Net Funds Requested (a-b)	\$25,000	\$25,000				
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Naomi Doolette, Sustainability Officer
(Insert name & title of Project Owner)

8 February 2022
(Date)

Supported by



Carlos Buzzetti, General Manager
Urban Planning & Environment

8 February 2022
(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022 - 2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Marryatville Precinct Master Plan

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Economic Development & Strategic Projects

PROJECT MANAGER:

Manager, Economic Development & Strategic Projects

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The intent of the *Marryatville Precinct Master Plan Project* is to deliver a Masterplan for the Precinct, in partnership with the City of Burnside, which contains a clear vision and design framework for the future development and activation of the Precinct, as well as set out opportunities for improved greening, landscaping, streetscape work, traffic management, and people movement to support the diverse social, business and cultural heritage of the area.

The *Marryatville Precinct Master Plan* will help to give the Marryatville Precinct a 'sense of place' and complement the *Regal Theatre Master Plan*, which is currently being developed by the City of Burnside. The delivery of the two (2) Master Plans in an integrated way has the potential to transform the Marryatville Precinct into both a retail and cultural destination.

The exact boundary for the *Marryatville Precinct Master Plan* is yet to be determined. As a guide, the City of Burnside has proposed that the General Neighbourhood Zone and the Suburban Activity Centre Zone boundaries be used as the basis for the Master Plan, which include the existing shopping strip (predominantly within the City of Norwood Payneham & St Peters), the Regal Theatre and Constable Hyde Memorial Garden on Kensington Road.

In respect to the City of Norwood Payneham & St Peters more specifically, it is proposed that the Masterplan will encompass a portion of Kensington Road, a small grouping of shops, the Marryatville Hotel and a small number of residential properties. Included in this section is the Caltex petrol station, Jarvis Subaru and The Physio Clinic.

The portion within the City of Norwood Payneham & St Peters proposed to be included as part of the *Marryatville Precinct Master Plan* contains a small number of Local Heritage Places and one (1) State Heritage Place. The State Heritage Place is located at 202 Kensington Road and is the 'Former Marryatville Police Station & Dwelling'.

The proposed portion of the *Marryatville Precinct Master Plan* that will fall within the City of Norwood Payneham & St Peters traverses both the 'General Neighbourhood Zone' and 'Suburban Activity Centre' planning zones specified in the new *Planning, Design & Infrastructure Code*. These new zones have the ability to drive change to the urban form of the Marryatville Precinct, including mixed-use multi-storey developments, improved greening, landscaping, pedestrian movement patterns and traffic management enhancements. The master planning of a new design and layout for the public realm located within the Marryatville Precinct will help to attract business investment into the area and encourage greater visitation and spending.

This Project is based on an invitation from the City of Burnside to partner with the City of Norwood Payneham & St Peters to develop a joint masterplan for the Marryatville Precinct. It is proposed that the *Marryatville Precinct Master Plan* will be funded 50/50 basis between the two (2) Councils (ie City of Burnside and the City of Norwood Payneham & St Peters).

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

Whilst Council boundaries do exist for governance purposes, the community does not see these boundaries, which highlights the importance of undertaking an integrated approach to the strategic planning of activity precincts. Notwithstanding that this Project has been initiated by the City of Burnside, and is far more a priority for the City of Burnside than it is for the City of Norwood Payneham & St Peters at this point in time, undertaking a more strategic approach to the master planning of the public realm within activity precincts will deliver far greater benefits to the communities in both council areas than what two (2) standalone master plans would ever achieve. Once completed the Master Plan will deliver a positive outcome for the Marryatville Precinct and the community, which is reflective of the Precinct's role and classification and the expectations of both Councils.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The recent changes to the planning policies (through the *Planning, Design & Infrastructure Code*) that encourage increased residential density and mixed-use development have highlighted the need to revitalise activity centres such as the Marryatville Precinct. Whilst at a much smaller scale than The Parade, there is potential to create a sustainable and vibrant mixed-use precinct which offers greater diversity of housing, shopping, recreation and entertainment. This would provide a more pleasant physical environment and improve traffic and people movement, ultimately attracting more people to the Precinct and enhancing the social fabric of Marryatville and the community more generally.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

One of the objectives of the *Marryatville Precinct Master Plan* will be to give the area a 'sense of place'. Many sections of the Marryatville Precinct's public domain are no longer contemporary and upgrading the streetscape will provide a more contemporary and inviting space that will contribute to the vibrancy and popularity of the precinct as a destination for shopping, entertainment and cultural experiences.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Upgrading the streetscape and improving the pedestrian, traffic and parking conditions along Kensington Road will help to increase the vibrancy and popularity of the Precinct, therefore attracting more people to come visit and spend within the Marryatville Precinct. Also by improving the attractiveness of the Precinct it will encourage more investment, which will ultimately benefit the local economy.

Environmental Sustainability:

A leader in environmental sustainability.

Environmental sustainability will be a key driver of the *Marryatville Precinct Master Plan*, should it proceed, with emphasis to be placed on investigating opportunities for improved greening and landscaping as well as safer pedestrian environments and mixed-use developments that are environmentally friendly.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

N/A

Capability

Enabling Organisational capability and capacity through "Our People"

N/A

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

N/A

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

N/A

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

There are no significant risks associated with this project.

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*

Low

- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

The biggest constraint is managing the delivery of this Project concurrently with all of the other Strategic Documents currently being delivered whilst also aligning with the City of Burnside's expectations.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

No.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*
- Yes. The Council considered a report in relation to this project on 17 January 2022 and resolved the following:

1. *That the Council endorses the request to collaborate with the City of Burnside to deliver the Marryatville Precinct Master Plan.*
2. *That the Chief Executive Officer be authorised to write to the Chief Executive Officer of the City of Burnside advising that the City of Norwood Payneham & St Peters agrees to partner with the City of Burnside to deliver the Marryatville Precinct Master Plan.*
3. *That the Council notes that staff will prepare a budget submission for the Marryatville Precinct Master Plan for the Council's consideration as part of the 2022-2023 Budget and Annual Business Plan.*

RESOURCING IMPLICATIONS

RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

No.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- *Please provide a breakdown of the Income and Expenditure in the table 1 below.*
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
- *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
- *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
- *If Grant funding is being sought, please indicate the source of the grant funding*

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$35,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	\$5,000					
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$40,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Keke Michalos, Manager, Economic Development & Strategic Projects

 11 February 2022

Supported by

Mario Barone, Chief Executive Officer

 11 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Major Public Art Project Year Four

RESPONSIBLE GENERAL
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

General Manager, Governance & Community Affairs

PROJECT MANAGER:

General Manager, Governance & Community Affairs

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Public Art Policy states the Council will ensure the adequate and on-going funding of public art through the creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, subject to annual budget deliberations.

This project will result in the installation of a significant public artwork within the public realm.

The exact amount to be allocated will be determined annually when the Capital Works Budget is approved.

This project will be delivered in August 2022, with the funding of \$146,762 carried forward from Major Public Art Funding Project Year 1 – 3 plus funding approved for Year 4.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

Consider for example the following

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

This project is for the Council's fourth Quadrennial Public Artwork for completion in August 2022.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

Not Applicable

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Major public artworks help to create a sense of place and a community focal point. They can be inspired by, or reference, the culture and the history of the area and can help create a sense of local pride and well-being.

The artwork will contribute to a sense of civic pride, a sense of place and sense of identity for the Council area.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*

Not Applicable

- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Not Applicable

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

At its meeting held on 5 September 2016, the Council resolved the following:

That the draft Public Art Policy as contained in Attachment A, be adopted as amended to read:

The creation of a reserve fund where the equivalent of 1% of the Capital Works Budget (Civil Infrastructure Capital Works Program and Drainage Infrastructure Works Program) or \$50,000, whichever is the greater amount, is set aside annually for the purpose of funding a commissioned art work during the term of each Council, subject to annual budget deliberations.

RESOURCING IMPLICATIONS

RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

Various staff will be involved in the delivery of this project, including:

- Strategic Projects Staff
- Communications Unit Staff
- Events Staff
- City Services Staff.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	112,000	50,000	50,000	50,000		
Net Funds Requested (a-b)	112,000	50,000	50,000	50,000		
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Lisa Mara
General Manager, Governance & Community Affairs

8 March 2019

(Insert name & title of Project Owner)

(Date)

Supported by

(Insert name & title of relevant General Manager)

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023.

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Event – Celebrating 25 years of NPSP

RESPONSIBLE GENERAL
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Events Coordinator

PROJECT MANAGER:

Events Coordinator

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The proposal is for the Council to host a Celebration in the Norwood Concert Hall to celebrate the 25th year of the City of Norwood Payneham & St Peters.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

A reception to celebrate the 25th anniversary of the City of Norwood Payneham & St Peters.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Social Equity:

A connected, accessible and pedestrian friendly community.

Not Applicable

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

RELATIONSHIP TO ORGAINSATONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*
Not Applicable.
- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
Not Applicable.
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*
Not Applicable.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

Not Applicable.
- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

No.

RESOURCING IMPLICATIONS

RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.
- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

The Council's Events Coordinators will manage the event.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE: *(Excluding GST)*

TABLE 1: BUDGET BREAKDOWN

	<i>Current Year</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
	\$	\$	\$	\$	\$	\$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	20,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	20,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Lisa Mara
General Manager, Governance & Community Affairs 10/2/2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
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Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
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Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023.

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Series of Concerts – Norwood Concert Hall

RESPONSIBLE GENERAL
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Events Coordinator

PROJECT MANAGER:

Events Coordinator

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The proposal is for the Council to host four (4) community Concerts in the Norwood Concert Hall featuring a range of artists to promote the Concert Hall and the recently acquired grand piano.

These concerts will complement the successful Concerts in the Park series and provide concerts indoors over the cooler months as a supplement to the outdoor concerts.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

A series of concerts for the community.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Social Equity:

A connected, accessible and pedestrian friendly community.

Not Applicable

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Events for the community are designed to enrich our sense of place and community well being.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

RELATIONSHIP TO ORGAINSATONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*
Not Applicable.
- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
Not Applicable.
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*
Not Applicable.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- *Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.*

This project aligns with the objectives of the Council's Public Art Policy and Live Music Policy.

- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*
No.

RESOURCING IMPLICATIONS

RESOURCES

- *Are Internal Resources required to be used to deliver the Project?*

Yes.

- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

The Council's Venue Manager, Norwood Concert Hall and Events Coordinators will manage the event.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE: *(Excluding GST)*

TABLE 1: BUDGET BREAKDOWN

	<i>Current Year</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
	\$	\$	\$	\$	\$	\$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	45,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	45,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

Cr John Minney

(Insert name of Elected Member)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

HERITAGE PROTECTION OPPORTUNITIES

RESPONSIBLE GENERAL MANAGER:

GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

PROJECT OWNER:

MANAGER, URBAN PLANNING & SUSTAINABILITY

PROJECT MANAGER:

SENIOR URBAN PLANNER

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

Over the past 40 years, the Council (and its predecessor councils) has undertaken various heritage surveys and policy amendments resulting in the listing of 73 State Heritage Places, 661 Local Heritage Places, 1464 Representative Buildings (former Contributory Items) and large portions of the Council being located within the Historic Area Overlay in the Planning and Design Code. Notwithstanding the achievements to date, it is prudent to continue reviewing and strengthening heritage protections within the Council, to mitigate the risk of demolition or unfavourable development of buildings which make positive contributions to the Council's built heritage environment. To this end, at its meeting held on 5 October 2021, the Council resolved the following:

That staff prepare a report identifying key risks and opportunities for the City of Norwood Payneham & St Peters in regard to its unprotected built heritage and, where appropriate, make recommendations to the Council regarding any action the Council should consider taking to increase protection for such buildings.

A report will be considered by the Council in March 2022, outlining options for future heritage protection initiatives. It is likely this will culminate in a new Code Amendment seeking to extend heritage and/or historic area protections. This Code Amendment would require investigations (including a heritage survey conducted by a heritage consultant), the preparation of a Proposal to Initiate, a subsequent draft Code Amendment document and community consultation. Resourcing will be required for these processes, particularly for the work undertaken by a heritage consultant and community consultation.

In addition to the above, in December 2021 the Council submitted the *Heritage related Code Amendment – Proposal to Initiate* to the State Planning Commission for consideration. Should the Proposal to Initiate be approved, the next step is for the Council to prepare a draft Code Amendment and commence community consultation. This process will also require resourcing, particularly for consultant input into the draft Code Amendment as well as ensuring a thorough community engagement process.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The outputs delivered from this project are dependent on endorsement from Council and State Government approvals, however the objective of the project is to achieve the following:

- the preparation of the *Heritage related Code Amendment* (provided the Proposal to Initiate is approved by the Minister for Planning), subsequent community consultation and preparation of the final Code Amendment document for approval; and
- the undertaking of an additional heritage Code Amendment (subject to Council endorsement) which would include investigations, preparation of a Proposal to Initiate, preparation of a draft Code Amendment, community consultation, and preparation of the final Code Amendment.

If ultimately approved and implemented, these Code Amendments would introduce heritage protections to the affected properties within the City, providing a benefit to the community through the preservation of valued historic buildings and areas.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

N/A

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Built heritage is a key component of the City's broader cultural heritage and is strongly aligned with its identity, history and sense of place. Protecting historic properties and areas benefits the community through the preservation and celebration of cultural history, providing certainty around the type of development expected to occur, and a typically higher level of amenity in historic areas. Heritage listing can also bring benefits to individual property owners including improved property values and property appeal, access to heritage incentives such as heritage advice or heritage concessions such as adaptive land use policies, and a source of pride in the recognition of the heritage value of their building.

Notwithstanding the broader benefits, it is important the heritage listing process is fair and transparent and considers the rights of individual property owners. This can be achieved by ensuring the processes followed are thorough, genuine, well documented, and respect the rights and opinions of stakeholders

Economic Prosperity:

A dynamic and thriving centre for business and services.

The City's unique and attractive heritage character sets it apart from other areas and makes the City's neighbourhoods a desirable and sought after place to live, visit and conduct business. Historic areas are also typically aligned with areas of higher property value.

Environmental Sustainability:

A leader in environmental sustainability.

N/A

RELATIONSHIP TO ORGANSATIONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Historic properties and areas which are not currently afforded heritage protection are at risk of demolition or other poor development outcomes, such as undesirable building modifications or the construction of new buildings which are unsympathetic to the character and amenity of the surrounding historic area. There is also a risk associated with the Council's reputation if there was a perception that the Council did not value or invest in its built heritage.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

On an individual property basis, the risk of demolition or poor outcomes would generally be low in terms of likelihood and impact. However, the collective risk to unprotected places and areas is considered medium in that it is likely some properties would be demolished and the collective impact of the loss of these properties on the cultural heritage and identity of the city would be moderate.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

The desired outcome of the project (amendments to the *Planning and Design Code* resulting in the protection of additional heritage properties and / or historic areas) relies on processes requiring State Government approval and community consultation. Should State Government approvals be withheld or conditional, or the project not receive sufficient community support through the consultation process, this could impact the delivery of project outcomes.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Yes. At its meeting held on 5 October 2021, the Council resolved the following:

That staff prepare a report identifying key risks and opportunities for the City of Norwood Payneham & St Peters in regard to its unprotected built heritage and, where appropriate, make recommendations to the Council regarding any action the Council should consider taking to increase protection for such buildings.

In response to this resolution, a report is being prepared for the March 2022 Council meeting for the Council to consider which heritage protection option(s) it wishes to pursue. This funding request is seeking the necessary budget to fund this future work, based on the likely outcome that it will be a new heritage Code Amendment.

At its meeting held on 6 December 2021, the Council resolved to initiate a heritage related Code Amendment.

As outlined above, the *Proposal to Initiate* a heritage related Code Amendment has been submitted for commencement. If approved, the next step will be the preparation of the draft Code Amendment and community consultation which is the seconded component of this project.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

The Project team members will likely consist of:

- General Manager, Urban Planning & Environment
- Manager, Urban Planning & Sustainability
- Senior Urban Planner

Some assistance will be required from other Council Departments for parts of the project including:

- Communications team - for the preparation and distribution of consultation material during community engagement processes
- Cultural Heritage – some assistance may be required when undertaking investigations into the history of properties or areas

External assistance is likely to be required from the Council's consultant heritage advisor, David Brown and/ or the procurement of additional specialist heritage architect advice.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	\$	\$	\$	\$	\$	\$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						

• Design Costs	
• Construction Costs	
• Contracted Services	\$55,000
• Legal Expenses	
• Equipment Purchases	
• Consultation Costs	\$15,000
• Other Operational Delivery Costs	
Total Funds Requested (b)	\$70,000
Net Funds Requested (a-b)	
Ongoing Operational Savings	
• Labour	
• Contractors/materials	
Potential on-going Savings	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Emily McLuskey, Senior Urban Planner

8 February 2022
(Date)

Supported by


8 February 2022
(Date)

Carlos Buzzetti
GENERAL MANAGER
URBAN PLANNING & ENVIRONMENT

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER
THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)
3. EXECUTIVE MANAGEMENT GROUP REVIEW
APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:
 APPROVED FOR CONSIDERATION BY THE COUNCIL

 NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Master Account Number
(To be completed by Finance Section)

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Sports Voucher Program

RESPONSIBLE GENERAL
MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Coordinator, Youth Programs

PROJECT MANAGER:

Coordinator, Youth Programs

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Youth Development Strategy highlights the benefits and importance of being active through organised physical activity for young people.

The Sports Buddy Program is to assist school aged residents in low income households to access sporting opportunities within the City.

The Australian Sports Commission report one of the main barriers to participating in physical activity and structured sports programs for young people is cost. Families from lower socio economic households may experience difficulties with costs associated with registration and equipment.

The Office for Recreation, Sport and Racing (ORSR) provides a program for primary school aged children from Reception to Year 7 to receive up to a \$100 discount on sports, dance and learn to swim membership and registration fees. A review of the Sports Vouchers programs in Australia carried out by Reece et al, found that the Sports Voucher programs helped alleviate the burden of cost and increase participation amongst young people in sports programs.

In 2021-2022 the Council trialled the Sports Buddy program. To be eligible for the 2021-2022 Program applicants must have a valid concession card as well as not be eligible for the State Government Sports Voucher Program. Unfortunately, during the trial period only two (2) applications were received with one (1) meeting the eligibility criteria. It is proposed to change the eligibility so all young people from low income households of school age, inclusive of primary and high school, may be eligible.

Eligible young people would receive up to \$100 toward sport and recreation club registration and associated fees. If the total club fees are less than the suggested \$100 amount, then this is the maximum that can be claimed, for example if the fees are \$80 then the applicant will only receive \$80 and forgo the remaining \$20. If there are additional fees for the child to participate, for example uniform, equipment and entry fees, these can be included in the total.

The objective of the Program is to facilitate connections between local young people and recreation groups and clubs which is an action set out in the Council's Youth Development Strategy.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

The program aims to:

- remove the financial barrier to physical activity felt by low income households;
- promote local sport and recreation opportunities;
- engage local young people to take part in a sporting and recreation opportunities and develop connections with local places; and
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities.

The program will ease the financial burden on low income households by supporting young people to pay for registration and associated costs in taking part in sport and physical activity.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.1 Convenient and accessible services, information and facilities

Strategy: Maximise access to services, facilities, information and activities

Assisting low income households to access sporting and recreation activities for young people.

Objective 1.4 A strong, healthy, resilient and inclusive community

Strategy: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.

Income levels can significantly affect young people's participation in structured physical activities outside of school hours. The Proposed Program would reduce these barriers and would assist in providing equal opportunities to all young people.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

An unlikely, minor reputational risk

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 2: Young people are active and healthy

Action - Support community and local service providers to deliver activities that enhance well-being and mental health in young people.

Action - Facilitate connection of young people to local sport and recreation opportunities.

Income is a barrier for young people to participate in physical activity. The Proposed Program will assist in reducing these barriers giving young people financial assistance in taking part in a structured sport or recreation activity.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

Coordinator, Youth Programs
Communications Unit

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$5,000					
Total Funds Requested (b)	\$5,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS**1. FUNDING SUBMISSION GENERATED BY STAFF**

Jenah Bambrick
Co-ordinator Youth Programs

10 February 2022

Supported by

Lisa Mara
General Manager, Governance & Community Affairs

10 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST:	<input checked="" type="checkbox"/> MINOR	<input type="checkbox"/> MAJOR
PROJECT NAME:	Sports Week	
RESPONSIBLE GENERAL MANAGER:	General Manager, Governance & Community Affairs	
PROJECT OWNER:	Coordinator, Youth Programs	
PROJECT MANAGER:	Coordinator, Youth Programs	

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

This submission is to fund the Come and Try program intended for young people to try a range of sport and recreation options such as basketball, netball, soccer, and cricket as well as sports which may not be considered mainstream such as dodgeball, water polo, and bouldering (a form of rock climbing). Each activity will run a come and try for a group of young people with the intention to encourage on-going participation.

The program will facilitate connections between local young people and recreation groups and clubs which is an action set out in the Council's Youth Development Strategy.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The program aims to:

- create opportunities for young people to have positive life experiences with their peers and within their community;
- provide opportunities for physical recreation in an enjoyable and welcoming environment;
- promote local sport and recreation opportunities;
- engage local young people to take part in a community event and develop connections with local places; and
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities.

The program will offer sport or recreation opportunities on a come and try basis to assist in determining if young people have an interest in pursuing these activities.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.1 Convenient and accessible services, information and facilities**Strategy: Maximise access to services, facilities, information and activities**

Offering free access to sporting and recreation activities for young people. Those involved in the program will be asked to become part of the Council youth database to increase participants' access to information.

Objective 1.3 An engaged and participating community**Strategy: Recognise and use the skills, knowledge and resources of the community**

The workshops provides opportunities for young people to explore what their local area has to offer. Where possible local sport and recreation organisations will be used to develop connections with young people and the community.

Objective 1.4 A strong, healthy, resilient and inclusive community**Strategy: Encourage and provide opportunities for lifelong learning**

The workshops will provide an opportunity for young people to take part in a new experience with the possibility of exploring these interests further in future.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

An unlikely, minor reputational risk

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

As a public activity with small gatherings the program may be affected by further COVID restrictions.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 1: Young people are connected, included and welcome in the life of the community

Action - Tailor a range of Council programs and activities to young people aged 14 to 17 years to maximise participation.

The free come and try's provided as part of Sport Week will encourage young people to take part in differing sport and recreation opportunities to encourage ongoing participation.

Objective 2: Young people are active and healthy

Action - Support community and local service providers to deliver activities that enhance well-being and mental health in young people.

Action - Facilitate connection of young people to local sport and recreation opportunities.

Sport week will provide the opportunity to promote local sport and recreation groups as well as encouraging young people to sign up with local organisations on an ongoing basis.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

No

RESOURCING IMPLICATIONS

RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes

- ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

Coordinator, Youth Programs
Communications Unit

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	6,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	\$6,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick
Co-ordinator Youth Programs

10 February 2022

Supported by

Lisa Mara
General Manager, Governance & Community Affairs

10 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

**Master Account
Number**
*(To be completed by Finance
Section)*

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST:	<input checked="" type="checkbox"/> MINOR	<input type="checkbox"/> MAJOR
PROJECT NAME:	Youth Community Cooking	
RESPONSIBLE GENERAL MANAGER:	General Manager, Governance & Community Affairs	
PROJECT OWNER:	Coordinator Youth Programs	
PROJECT MANAGER:	Coordinator, Youth Programs	

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council's Youth Development Strategy identified the need to connect young people to work experience, expand learning opportunities and career pathways. This submission seeks to provide these through the creation of a Community Cooking Course.

The program aims to provide young people with cooking skills, social interaction and a sense of community. Meals will be provided to those in need through the already established food drive with a not-for-profit community group. The chosen community group (Uniting Communities at Clayton Wesley Uniting Church) has a chef and industrial kitchen on site.

The program aims to:

- provide opportunities for skill development that enhance both educational and professional prospects for young people;
- engage local young people in a range of workshops that promote inclusiveness, harmony and well-being;
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities; and
- create opportunities for young people to have positive life experiences with their peers and within their community.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The Community Cooking program will involve eight (8) high school students cooking numerous meals (approximately 40 meals) once (1) a week for five (5) weeks with a local community group. This will take place outside of school hours.

It is proposed to hold the program twice (2) per financial year to provide opportunities to a maximum of 16 participants.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.3 An engaged and participating community**Strategy: Promote and facilitate volunteering opportunities in the community and within the Council.**

In the Community Cooking program young people will be dedicating their time to assist their community.

Strategy: Recognise and use the skills, knowledge and resources of the community

The programs provide opportunities for young people to explore what their local area has to offer. Where possible local organisations will be used to develop connections with young people and the community.

Objective 1.4 A strong, healthy, resilient and inclusive community**Strategy: Encourage and provide opportunities for lifelong learning**

The program will provide an opportunity for young people to learn and develop skills that will assist in their future paths.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

An unlikely, minor reputational risk

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

As a public activity with small gatherings the program may be affected by further COVID restrictions.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 1: Young people are connected, included and welcome in the life of the community

Action - Tailor a range of Council programs and activities to young people aged 14 to 17 years to maximise participation.

The program is designed for young people between 14 to 17 years with the intention to develop skills.

Objective 3: Young people have resilient futures

Action - facilitate connections between local schools and service providers to support the aspirations of young people to volunteering opportunities or work experience with local community groups or organisations

The program will assist young people with skill development and connections to local providers and community groups.

Action - facilitate community participation by connecting young people to volunteering opportunities or work experience with local community groups or organisations.

The Community Cooking program will encourage young people to volunteer and assist their local community with free cooked meals.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

Coordinator, Youth Programs

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
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Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$4,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$1,000					
Total Funds Requested (b)	\$5,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Jenah Bambrick
Co-ordinator Youth Programs

10 February 2022

Supported by

Lisa Mara
 General Manager Governance & Community Affairs

—
 10 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
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Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
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LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
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CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Youth Skill Development

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Coordinator, Youth Programs

PROJECT MANAGER:

Coordinator, Youth Programs

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The Council's Youth Development Strategy identified that young people were concerned about transitioning and finding meaningful work. It also recognised that young people want to be visible and heard within the community. The strategy identified the need to connect young people to work experience, expand learning opportunities and career pathways.

This submission seeks to support three (3) Council youth programs focused on skill development and being able to apply for work. These programs include a Work Experience, Life Skills, and School Advisory program.

A trial work experience program was held in August 2021. The program involved departments across the Council and delivered a set program to a group of five (5) to ten (10) young people. Young people were provided with an overall view of the Council's role and responsibilities, the services, and job opportunities Local Government provides.

The Life Skills program will give young people essential skills to assist in their transition into work. This includes resume writing, interview skills budgeting and car maintenance.

The School Advisory program involves the Coordinator, Youth Programs visiting local Schools and speaking with student leadership groups (i.e. Student Associations, Student representative Council) to collect feedback or future ideas for programming. This will provide students with the experience of being involved in consultations and developing ideas for programs. It is proposed the program will deliver ideas for activities based upon the feedback from students.

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

The program aims to:

- provide opportunities for skill development that enhance both educational and professional prospects for young people;
- engage local young people in a range of workshops that promote inclusiveness, harmony and well-being;
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities; and
- create opportunities for young people to have positive life experiences with their peers and within their community.

This project will deliver 3 youth programs focused on skill development and engaging approximately 30-50 young people.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.3 An engaged and participating community**Strategy: Promote and facilitate volunteering opportunities in the community and within the Council.**

In the School Advisory program young people will be dedicating their time to assist their community.

Objective 1.4 A strong, healthy, resilient and inclusive community**Strategy: Encourage and provide opportunities for lifelong learning**

The programs will provide an opportunity for young people to learn and develop skills that will assist in their future paths.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There are no risks to the Community if the program does not proceed. However, there is a reputational risk to Council if it fails to deliver on objectives set out in the Youth Development Strategy.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

An unlikely, minor reputational risk

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

As a public activity with small gatherings the program may be affected by further COVID restrictions.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 1: Young people are connected, included and welcome in the life of the community

Action - Tailor a range of Council programs and activities to young people aged 14 to 17 years to maximise participation.

All three (3) programs are designed for young people between 14 to 17 years with the intention to develop essential skills.

Objective 3: Young people have resilient futures

Action - facilitate connections between local schools and service providers to support the aspirations of young people to volunteering opportunities or work experience with local community groups or organisations.

All three (3) programs will assist young people with skill development and connections to local providers and community groups.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

Coordinator, Youth Programs

A staff member from each of the Council departments (work experience program)

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$7,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$1,000					
Total Funds Requested (b)	\$8,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS**1. FUNDING SUBMISSION GENERATED BY STAFF**

Jenah Bambrick
Co-ordinator Youth Programs

10 February 2022

Supported by

Lisa Mara
General Manager Governance & Community Affairs

10 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Wheel Park

RESPONSIBLE GENERAL MANAGER:

General Manager, Governance & Community Affairs

PROJECT OWNER:

Coordinator, Youth Programs

PROJECT MANAGER:

Coordinator, Youth Programs

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

During 2021-2022 a 'Pop-up Wheel Park' was held for young people as a safe, flat space to practice riding skills. 'Learn to Ride' and bike related workshops were held to activate the space and encourage the development of cycling skills. Whilst the Wheel Park was open to all ages, it was specifically aimed at young people aged 4 – 12 years of age.

This project aims to host the Wheel Park Events three (3) times per year during the January, April and October school holiday periods. Each event will have workshops for young people to participate in as well as have the opportunity to practice their riding skills in a large, safe, and open space.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The project aims to:

- create opportunities for young people to have positive life experiences with their peers and within their community;
- provides opportunities for physical recreation in an enjoyable environment;
- provides unstructured recreation opportunities;
- activate local spaces and develops connections with young people and local places; and
- develop wider audiences for City of Norwood Payneham & St Peters youth focused activities.

Three (3) Wheel Park events will be held during the school holiday periods. Each event will deliver approximately four (4) bike related workshops to young participants. A total of approximately 12 workshops will be delivered across the three (3) events.

RELATIONSHIP TO CITYPLAN 2030**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective 1.1 Convenient and accessible services, information and facilities**Strategy: Maximise access to services, facilities, information and activities**

Those involved in the program will be asked to become part of the Council youth database to increase participants' access to information.

Objective 1.4 A strong, healthy, resilient and inclusive community**Strategy: Encourage physical activity and support mental health to achieve healthier lifestyles and well-being**

Offering free access to unstructured recreation activities for young people.

Strategy: Encourage and provide opportunities for lifelong learning

The workshops will provide an opportunity for young people to learn and practice their riding skills to develop a love of cycling from a young age.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

There are no risks to the Community if the program does not proceed.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Not Applicable

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

As a public activity with small gatherings the program may be affected by further COVID restrictions.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Yes, the project will assist on delivering on the Council's Youth Development Strategy –

Objective 2: Young people are active and healthy

Action - Increase opportunities for unstructured physical activity and play for young people aged 10 to 18 years.

Wheel parks will give young people more options for unstructured recreational opportunities.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

Coordinator, Youth Programs

Manager, Traffic and Integrated Transport

Communications Unit

Events Unit

FUNDING REQUEST

FUNDING IMPLICATIONS
BUDGET ESTIMATE:
(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	\$20,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	\$5,000					
Total Funds Requested (b)	\$25,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS**1. FUNDING SUBMISSION GENERATED BY STAFF**

Jenah Bambrick
Co-ordinator Youth Program

10 February 2022

Supported by

Lisa Mara
General Manager, Governance & Community Affairs

10 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER**THIS PROJECT HAS BEEN INITIATED BY:**

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW**APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:**

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Access & Inclusion Strategy 2018-2022 Review – Community Engagement

RESPONSIBLE GENERAL
MANAGER:

General Manager Governance & Community Affairs

PROJECT OWNER:

Manager, Community Services

PROJECT MANAGER:

Manager, Community Services

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The Council's *Access & Inclusion Strategy 2018-2022* (The Strategy) aims to improve opportunities for accessibility and inclusion throughout the City for citizens of all ages, abilities and backgrounds. Pursuant to the South Australian *Disability Inclusion Act (2018)* the Strategy is a requirement for all State and Local Government entities.

The Strategy is due for review in 2022. As part of the review it is important to ensure that the actions reflected in the Strategy are current and relevant. The current Strategy is based on information from consultations that were undertaken in 2013 and 2016, which given the period since these were undertaken could potentially now be no longer relevant. There is a need therefore to update this information to include comments from the community and stakeholders regarding the current access and inclusion issues they feel are now important.

As part of the review it is proposed to undertake a comprehensive community engagement process which will include:

- Workshops with Elected Members, staff and Volunteers;
- Consultation with members of the community to include culturally and linguistically diverse citizens, citizens with disability, older citizens, schools (includes students), businesses and service providers; and
- Development of a survey for community members to complete.

A report will then be prepared setting out the issues and opportunities identified through the consultations.

To ensure that the community engagement process is effective and objective it is proposed that an external consultant is engaged to undertake the community engagement.

The information received from the community engagement process will be used to review and update the current Strategy. The review and updating of the Strategy will be completed internally by Council.

Funding is requested to engage an external consultant to undertake the engagement process on the Council's behalf. The funding requested also includes the cost of promoting the consultation opportunities.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The outputs to be delivered from this project include the following:

- 1) Minimum of 5 Workshops for the purposes of consultation with stakeholders and the community; and
- 2) Report on the issues and opportunities for the Access & Inclusion Strategy.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

The Access & Inclusion Strategy provides the strategic direction for the delivery of this outcome. The community engagement to be undertaken for the review of the strategy will ensure that the actions incorporated in the strategy are current and relevant.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

The community engagement process will provide opportunities for Community Services staff and potentially other staff to act as facilitators and improve their skills in community engagement.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Comments received as part of the consultation process will identify opportunities for improvement on how the Council delivers its services.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The information on which the strategy is based is outdated and may not reflect the current issues.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

The risk to the Council is low. The potential cost to the Council is that the success of any future Access & Inclusion initiatives relies on whether it addresses current perceived issues in the community. To not consider the current issues may mean that the issues may be missed and/or the issues impacting on citizen's experience of the City's facilities and services are not addressed.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

None

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

Manager Community Services
Community Services staff
Communications Unit

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	20,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)						
	20,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

____Rosanna Busolin
 Manager, Community Services

____10/2/2022_____
 (Date)

Supported by

____Lisa Mara_____
 General Manager, Governance & Community Affairs

____10/2/2022_____
 (Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

 (Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

 (Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Annual Acquisition of Library Stock

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, Library Services & Lifelong Learning

PROJECT MANAGER:

Collection Development Team Leader

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The project will include the acquisition of Library stock through the State Government Materials Grant Funding of \$110,000, income from the sale of debited books of \$7,000 and from Council funding of \$85,000 in order to replenish Library Service Collections across the three sites.

This funding will enable the Library Service to purchase materials in a wide range of formats including both hard copy and digital, in order to maintain a contemporary and relevant range of materials for the community to access.

Library materials require replacement or replenishment every two to seven years, depending on the format. This ensures the collection meets lifelong learning and recreational needs, satisfies demand for changing formats and contains information of relevance to the community.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The annual replacement of Library resources in both hard copy and digital formats will provide an opportunity for the community to maximise their access to updated, timely and relevant information for lifelong learning and recreation.

The annual replacement of Library stock will ensure that Library collections meet community needs and continue to satisfy individual lifelong learning and personal recreation.

There are no operational savings derived from the project, however income from debited stock items sold within the Libraries will be generated.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Objective One: Convenient and accessible service, information and facilities.

The project enables the Libraries to provide collections which enable the community to access relevant and timely information and contemporary ideas which can assist in the improvement of their everyday lives.

Objective Four: A strong, healthy, resilient and inclusive community

The project enables the Libraries to establish and maintain collections which foster lifelong learning in the community for adults and children.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Objective One: An artistic, creative and visually interesting City

The project enables the Libraries to support the community to access materials which facilitate creative expression for all members of the community.

Objective Five: Dynamic community life in public spaces and precincts

The project enables the Libraries to build collections which present a range of viewpoints, to support community events and support diversity and inclusiveness.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Objective 3: Attract new enterprises and local employment opportunities to locate in our City

The project will support students to live in our City and support home based businesses in their operations by facilitating access to appropriate materials to support their learning.

Environmental Sustainability:

A leader in environmental sustainability.

Nil.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Capability

Enabling Organisational capability and capacity through "Our People"

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

The current annual replacement program is considered to be low risk, as existing expenditure allows for the annual refresh and development of Library collections. One risk, is that the anticipated State Government Materials Grant which has been factored into expenditure, is not realised to the same funding level due to funding changes across the State.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

If the Council does not receive State Government Materials Grant funding to the anticipated level, then this would be considered to be a low risk for the Council overall, although it would have an impact on Library collection expenditure levels. In order to meet community need, provide contemporary collections, and ensure standards around collection age are adhered to, the Council may be requested to fund any shortfall in Grant funding identified.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

COVID-19 has impacted the timely supply and or delivery of library resources over the 2021-2022 year. This may also follow into the 2022-2023 financial year.

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

No.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

The Collection Development Team Leader and the Manager, Library Services & Lifelong Learning will determine the acquisition of relevant items suitable for each collection area across the Library Service.

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

No.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:*(Excluding GST)*

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding	110,000	110,000	110,000	110,000	110,000	110,000
• User Charges	7,000	7,000	7,000	7,000	7,000	7,000
• Other						
Total External Funding (a)	117,000	117,000	117,000	117,000	117,000	117,000
Expenditure						
• Additional temporary Labour costs	0	0	0	0	0	0
• Design Costs	0	0	0	0	0	0
• Construction Costs	0	0	0	0	0	0
• Contracted Services	0	0	0	0	0	0
• Legal Expenses	0	0	0	0	0	0
• Equipment Purchases	0	0	0	0	0	0
• Consultation Costs	0	0	0	0	0	0
• Materials Costs	202,000	203,700	205,434	207,202	209,006	210,846
Total Funds Requested (b)	202,000	203,700	205,434	207,202	209,006	210,846
Net Funds Requested (a-b)	85,000	86,700	88,434	90,202	92,006	93,846
Ongoing Operational Savings						
• Labour	0	0	0	0	0	0
• Contractors/materials	0	0	0	0	0	0
Potential on-going Savings	0	0	0	0	0	0

Net funds requested includes 2% growth.

Library Materials Grant funding from State Government no longer has CPI or growth factored into it.

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Suzanne Kennedy

 Suzanne Kennedy
 Manager, Library Services & Lifelong Learning

 10 February 2022
 (Date)

Supported by

 Mario Barone PSM
 Chief Executive Officer

 (Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

 (Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

 (Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

- APPROVED FOR CONSIDERATION BY THE COUNCIL
- NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Buildings Capital Works Program 2022-2023

RESPONSIBLE GENERAL
MANAGER:

General Manager, Urban Services

PROJECT OWNER:

Acting Manager, City Assets

PROJECT MANAGER:

Acting Manager, City Assets

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.*

To deliver the Buildings Works Program 2022-2023 (Capital & Operating) (**“the Program”**) for the upgrade of various Council building components, in meeting the strategies and objectives of the Council’s Buildings Infrastructure Asset Management Plan (2020).

In accordance with the requirements of the Local Government Act, the Council has adopted various Asset Management Plans. These Plans set out the Council’s strategies and objectives with respect to its management and development of its major assets, including its buildings. The delivery of the Program is therefore essential in meeting the Council’s obligations and commitments, as set out in its adopted Asset Management Plan.

The progressive renewal of identified components of the Council’s buildings will ensure that these assets continue to be maintained and are fit-for-purpose. The Program also addresses a number of identified legislative non-compliance issues which are to be addressed thereby minimising the Council’s risks.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

Consider for example the following

- value and benefits will the Council derive from the project outcome;
- will there be Business Process/Service Standard Improvements;
- future operational savings that will result;

The Program will ensure that the Council building components identified for renewal will continue to be fit-for-purpose. A copy of the Program is attached.

The works identified will extend the useful lives of certain building components which in turn will reduce the need for maintenance on these building components.

Community buildings are valued by the City's ratepayers and residents and are used for a wide range of services and activities. In this respect, ratepayers and residents have an expectation that community buildings are accessible, compliant and fit-for-purpose. This can be achieved, in part, through the delivery of the Program.

A copy of the Program is attached.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

The Council's buildings enable the delivery of a wide range of services including an opportunity for the wider community to participate in a wide range of activities. These buildings provide an invaluable service to our citizens and visitors to our City and it is therefore vital to ensure that the works contained in the Program are delivered.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

The Program, from time to time, addresses the renewal or refurbishment of heritage items that have a strong connection to the history and identity of the City.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Environmental Sustainability:

A leader in environmental sustainability.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

The program is based around the best strategic outcome for the building asset rather than the previous approach which was focused on the renewal and maintenance of individual asset components.

Capability

Enabling Organisational capability and capacity through "Our People"

A large portion of the Program is delivered by consultants and contractors, Council staff plan, design and undertake the project management aspects of the works. The manipulation of the data, development of renewal and maintenance programs and development of the Review will be undertaken by Council staff.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

The Program is a collaboration between Departments and Council staff to achieve asset renewal that is synchronised with higher level project-based outcomes. The program provides Council staff with a clear and consistent direction in the management of building assets.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

The Program targets current and future risks associated with buildings, ensuring that they are safe and fit-for-purpose.

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

The program establishes an innovative and progressive program to manage building assets.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Community buildings that are aged or have deteriorated pose certain risks to the Council and community as they:

- may not be fit-for-purpose due to deterioration, age or damage;
- may not be compliant with current standards or legislation; and
- may not be suited to current usage levels or activities.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

As part of implementing the Program, a risk assessment will be undertaken for each proposed activity

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

There are no foreseeable constraints which are expected to impact on the delivery of the Program

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. Open Space Strategy, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Buildings Infrastructure Asset Management Plan (2020).

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

The Council adopted its current Buildings Infrastructure Asset Management Plan at its meeting held on 18 January 2021.

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes. The delivery of the Program will be the overall responsibility of the Acting Manager, City Assets.

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

The Council's Project Manager – Building's position is currently vacant as a result of the secondment to the Manager, City Assets, as a result the Acting Manager, City Assets will coordinate the delivery of the Program with assistance from external consultants and the Facility & Building Maintenance Officer. Some of the works may require input from other staff (e.g. planning staff with respect to statutory approvals, etc).

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other (Contributions)						
Total External Funding (a)						
Capital Expenditure						
Construction Costs						
• Norwood Town Hall	\$775,000					
• Payneham Library & Community Facilities Complex	\$175,000					
• Norwood Institute Building	\$5,000					
• St Peters Library	\$11,000					
• St Peters Youth Centre	\$7,000					
• Payneham Community Centre	\$38,000					
• Buttery Reserve	\$20,000					
• Norwood Oval	\$15,000					
Sub Total	\$1,046,000					
Total Funds Requested (b)	\$1,046,000					
Net Funds Requested (a-b)	\$					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Paul Mercorella,
Acting Manager, City Assets

28 February 2022

Supported by

Peter Perilli
General Manager, Urban Services

28 February 2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022 - 2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Objective ECM Enhancements

RESPONSIBLE GENERAL MANAGER:

General Manager, Corporate Services

PROJECT OWNER:

Coordinator, Corporate Records

PROJECT MANAGER:

Manager, Information Services

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council went live with the installation of the Electronic Document Management System, Objective ECM in March 2020 which replaced the existing hard-copy records system and the Authority Records module. Due to commencement of the COVID-19 pandemic and the working from home arrangements that were in place at that time, aspects of the system implementation were put on hold. Since returning to the workplace, a number of enhancements have been implemented, through a system upgrade which was completed in May 2021. The improvements included;

- Improved long name handling
- 'Save as' options in the office add-ins (i.e., save as PDF)
- Improved searching and interface changes
- More stable office add-ins
- Director 'Keep in Edit' button
- A complete overhaul of the PDF rendition/preview subsystem

In addition, in May 2021, the Project Manager, Information & Technology solutions, who managed the Objective implementation resigned, which has limited the Council's capacity to implement further enhancements as to how the organisation captures, retrieves and surface Corporate Information.

The scope of the Objective ECM Enhancements Project includes;

- Software upgrade to version 11;
- Improved integration of Objective and One NPSP to better surface Corporate Information;
- Digitise internal forms to improve business process and reduce double handling forms;
- Increased utilisation of system functionality to improve search capabilities

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

By undertaking the Objective ECM Enhancement project, the outputs to be delivered are;

- Digitisation of internal forms to improve the efficiency of business processes and reduce double handling during the records capture process.
- Software upgrade to Version 11.0, to ensure that the Council has access to enhanced functionality of the system
- Improved integration to OneNPSP for Organisational-wide Corporate Information
- Increased search functionality through use of catalogues and queries
- Additional document workflows, to enhance document management across multiple users
- End-user training

In addition to the project outcomes, the intent is to build in-house knowledge within the Information Services and Records Management team, however to build this knowledge there will be a requirement to;

- purchase consulting hours for support and training, to assist in the delivery of the software enhancements and configuration;
- engage additional resources to release existing staff from business-as-usual activities to deliver the project outcomes.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

By digitising internal forms, the Council will build the inhouse knowledge which can be utilised to improve the access to electronic forms which are made available to the general public via the Council's website.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Nil

Economic Prosperity:

A dynamic and thriving centre for business and services.

Nil

Environmental Sustainability:

A leader in environmental sustainability.

Increasing the Council's ability to undertake document management and business processes in the digital environment, will reduce the instance of hard-copy records.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

By building inhouse knowledge, the organisation is;

- better equipped to respond to requests for system enhancements;
- staff have a greater understanding of system capabilities and function, therefore providing future opportunities to identify business improvement opportunities;
- skills and knowledge of existing staff is increased, resulting in job enrichment

Capability

Enabling Organisational capability and capacity through "Our People"

The delivery of the project outcomes will ensure that the greatest value is derived from the system.

End user training exposes staff to the system capabilities and function, therefore providing future opportunities to identify business improvement opportunities.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

As the number of documents within the system increases, the searching and surfacing of corporate documents becomes more complex, causing end user frustration. Better utilisation of OneNPSP to surface corporate documents and the functions within the Objective System to add to the searchability of information, will address this and enhance the useability of the system for the end user.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

By maintaining the software to the latest version, Objective ECM continues to be optimised for staff and enables process- improvements to be implemented.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

With respect to the Software upgrade, Staff will continue to receive errors or will be required to implement workarounds for issues that are known to be fixed in later versions and will not benefit from the latest features, therefore the opportunity to implement business process improvements will be forgone.

Without access to consulting and support hours, the implementation of the proposed enhancements may not be able to be delivered due to in-house staff not having the system knowledge to implement the required functionality.

Without sufficient resources, within the Records and Information Services teams, to undertake business as usual activities and to undertake the enhancement, the project outcome may not be delivered in a timely manner.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Substantial – 14 (Moderate/Likely)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Smart City Plan
Strategic Theme 3 – Developing a Smart Council
Objective 3.1 – Make it easier to do business and engage with Council
Objective 3.2 Increase data management capabilities of the council

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Not applicable

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Information Services and Records Management staff

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

While resources from other Council departments will not be required in the direct delivery of the project outcomes, representatives for each department will be required to participate in consultation sessions that will be undertaken during the project.

All staff will be required to participate in End User training resulting from the system enhancements.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e., an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs	60,000	60,000	60,000	60,000	60,000	60,000
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs	123,000	8,000	8,000	8,000	8,000	8,000
• Other Operational Delivery Costs						
Total Funds Requested (b)						
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

Workflow Licence from 5 to 10 licences - \$40,000 (one-off payment) + \$8,000 per current year + \$8,000 per year there after
 Cost for Objective Upgrade to version 11 is \$75,000

Additional temporary labour costs to release project team members from BAU activities to focus on the project deliverables;

- Digitisation of internal forms to improve the efficiency of business processes and reduce double handling during the records capture process.
- Improved integration to OneNPSP for Organisational-wide Corporate Information
- Increased search functionality through use of catalogues and queries
- Additional document workflows, to enhance document management across multiple users
- End-user training

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Antonietta Spinello
Corporate Records Co-ordinator

10 February 2022

(Insert name & title of Project Owner)

(Date)

Supported by

Sharon Perkins
General Manager, Corporate Services

10 February 2022

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
 Useful Life in years

Master Account Number
 (To be completed by Finance Section)

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade	123,000					
Total Funds Requested	123,000					
Total Net Capital Cost to Council	123,000					
Funded by Borrowings						
Funded by Depreciation	123,000					
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs	60,000	60,000				
• Non Labour Costs		8,000	8,000	8,000	8,000	8,000
• Depreciation Impact	24,600	24,600	24,600	24,600	24,600	24,600
• Financing Impact						
Total Recurrent Cost	84,600	92,600	32,600	32,600	32,600	32,600
Total Net Recurrent Cost to Council	84,600	92,600	32,600	32,600	32,600	32,600



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Annual Website Upgrades and Improvements

RESPONSIBLE GENERAL
MANAGER:

Lisa Mara, General Manager, Governance & Community Affairs

PROJECT OWNER:

Julie Adair-Cullen, Website Officer

PROJECT MANAGER:

Julie Adair-Cullen, Website Officer

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The purpose of the 2022-2023 Project is to deliver annual upgrades and improvements to the City of Norwood Payneham & St Peters website (www.npsp.sa.gov.au).

The current website was launched 8 years ago. Since then a number of prioritised upgrades have been implemented to ensure the website:

- aligns with outcomes of CityPlan 2030
- is responsive to online trends and new technology
- provides customer-focussed online services
- meets community expectations.

The 2022-2023 Project will focus on increasing responsive online tools and services via the website, to better service and engage with our citizens, businesses and visitors.

Website and server security will also be a focus with work undertaken to safeguard the website against cyber attacks and security breaches.

The Smart Cities Plan and Economic Development Strategy will also inform future website upgrades and improvements.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

Project outputs will:

- enhance current modules and develop new modules where required
- identify gaps in online service delivery and implement web-based solutions
- improve website security
- further integrate existing IT infrastructure

- increase accessibility compliancy – World Wide Web Consortium (W3C).

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

- 1. Convenient and accessible services*
- 3. An engaged and participating community*

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

- 5. Dynamic community life in public spaces and precincts*

Economic Prosperity:

A dynamic and thriving centre for business and services.

- 1. A diversity of business and services attractive to consumers.*
- 3. New enterprises and local employment opportunities.*

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- ***What are the risks associated with the current situation to the Council and or the Community?***

If the Council website does not continue to be updated and improved the risks include:

- user expectations not being met
- website not keeping up with online trends and new technology
- damage to the reputation of the Council's brand and image
- outdated online services.

- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***

- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

RESOURCING IMPLICATIONS

RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes, the Council's Website Officer

- ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services	10,000					
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	10,000					
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Julie Adair-Cullen

(Insert name & title of Project Owner)

1 March 2022

(Date)

Supported by

Lisa Mara
General Manager, Governance & Community Affairs

(Insert name & title of relevant General Manager)

1 March 2022

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
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Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

iPad Refresh

RESPONSIBLE GENERAL
MANAGER:

General Manager, Corporate Services

PROJECT OWNER:

Manager, Information Services

PROJECT MANAGER:

Manager, Information Services

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Council operates a fleet of 50 iPads, they are currently used by Elected members, Council staff, St Peters Childcare Centre and the libraries for public use.

19 of the iPads are more than 4 years old and have reached their end of life. Given the age of the iPads, the majority won't run the latest Apple IOS (iPhone Operating System) and does not support new applications that only operate on the latest IOS.

Operating iPads with out-of-date software exposes the cyber-attacks. Upgrading the iPad and the latest IOS will reduce the security risk associate with cyber-attacks. It should be noted that while the Council does have insurance for losses associated with cyber-attacks, access to claim under the policy is diminished if out of date software is installed on the device.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

This upgrade will replace 19 iPads and 16 Logitech keyboard cases., the changeover will be managed by Information Services staff.

The iPad refresh will reduce the risk of equipment failure, allow the latest IOS to be run and reduce the Council to any cyber attacks.

RELATIONSHIP TO CITYPLAN 2030**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Improving our technology provides opportunities to change the delivery of services and interactions with Council.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Nil

Economic Prosperity:

A dynamic and thriving centre for business and services.

Nil

Environmental Sustainability:

A leader in environmental sustainability.

By providing opportunities for more work processes to be completed electronically, reduces the need for hard copy records.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Capability

Enabling Organisational capability and capacity through "Our People"

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Continue to stay abreast of technological advances trends and facilitate a new form of communicating with the community and organizations.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

The Apple enterprise management tools allows for more effective back end management of the device fleet and provides additional enterprise security solutions compared to other brands.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Equipment failure and risk of Cyber threats associated with running out of dated software.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Medium – 19 (Moderate/Possible)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Nil

i.e., EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Information Services staff

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

No

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- **Please provide a breakdown of the Income and Expenditure in the table 1 below.**

- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e., an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases	18,400					
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	18,400					
Net Funds Requested (a-b)	18,400					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Aerken Kuerban
 Manager, Information Systems

10 February 2022

(Insert name & title of Project Owner)

(Date)

Supported by

Sharon Perkins
 General Manager, Corporate Services

10 February 2022

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Wi-Fi Refresh

RESPONSIBLE GENERAL MANAGER:

General Manager, Corporate Services

PROJECT OWNER:

Manager, Information Services

PROJECT MANAGER:

Manager, Information Services

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- ***Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.***

The Council operates a WiFi network at three (3) sites, these being the Norwood Town Hall, St Peters Childcare Centre and The Depot. WiFi is also provided at the Council's libraries however this is provided by the Public Library System. The WiFi network provides connectivity for staff and Internet of things (IOT) devices at each of the locations. The current equipment has reached its End of Life (EOL) and in April 2022 the manufacture will no longer provide support or replacement parts for the installed equipment.

The purpose of this submission is to seek funding to upgrade the WiFi equipment and future proof the WiFi solution for existing users and to enable guest WiFi at Council offices. The replacement and upgrade of the WiFi equipment will also enable the preparation of the required infrastructure to enable Free WiFi at Council offices and facilities in the future.

PROJECT DELIVERABLES

- ***What are the outputs to be delivered from the project?***

Specific outputs from the project include:

- the replacement of 12 access points;
- the replacement of the WiFi controller; and
- the integration of the Sine terminal with the Council WiFi to issue guest WiFi passwords.

RELATIONSHIP TO CITYPLAN 2030**How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

An inclusive, connected, accessible and friendly community.

Improving out technology at each of the Council sites, provides opportunities to change the delivery of services and interactions with Council.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not applicable

Environmental Sustainability:

A leader in environmental sustainability.

By providing opportunities for more work processes to be completed electronically, reduces the need for hard copy records.

RELATIONSHIP TO ORGAINSATONALSTRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

An improved WiFi network, provides staff who utilise IOT devices a more effective and efficient way of undertaking their respective business processes.

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Continue to stay up-to-date of technological advances and trends and to facilitate a new form of communicating with the community and organizations.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

An improved WiFi network, provides opportunities for staff to consider different ways of delivering services and activities.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Equipment failure
Inability to provide WiFi at the relevant sites, which relies on WiFi to deliver services
Increased cost to replace should equipment failure occurs.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Substantial – 13 (Major/Possible)

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

Smart City Plan –
Strategic Theme 2- Strengthening the Digital economy
Objective 2.2 Enhance local digital networks and infrastructure

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Not applicable

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Information Services staff

- **If yes, will resources be required from other Council Departments/Divisions?**

Who are the Project team members?

Not applicable

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e., an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases	21,000					
• Consultation Costs	5,000					
• Other Operational Delivery Costs						
Total Funds Requested (b)	26,000					
Net Funds Requested (a-b)	26,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

As the council currently has a WiFi network, on-going network costs are already accounted for within the existing Recurrent Budget. The funding request is for the purchase and installation of the replacement equipment

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Aerken Kuerban
 Manager, Information Services

10 February 2022

(Insert name & title of Project Owner)

(Date)

Supported by

Sharon Perkins

10 February 2022

General Manager, Corporate Services

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Master Account Number
(To be completed by Finance Section)

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal	26,000					
• Upgrade						
Total Funds Requested	26,000					
Total Net Capital Cost to Council	26,000					
Funded by Borrowings						
Funded by Depreciation						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR 2022 - 2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

City Services Mobile Technology Purchase

RESPONSIBLE GENERAL MANAGER:

Peter Perilli

PROJECT OWNER:

Manager, City Services Chris McDermott

PROJECT MANAGER:

Works Coordinator Civil Maintenance, Adrian Ivanovic

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- **Describe the nature of the project in which the Funding is requested. If describing the project consider the issue/problem/need that the project is addressing.**

This funding submission is based around the requirement to procure an additional eight iPad's for the City Services, Civil Maintenance and Parks & Gardens teams.

The use of technology has been ever increasing across all major industries, with the main goal to increase efficiencies with in the work place based on value for money, accountability and using technology to better service the customer with a less complex end user experience being a by-product. The Civil Maintenance and Parks & Gardens teams would significantly benefit from having a piece of technology that can capture important information and data while on site, such examples are photos, task notes, documentation, internal programs/apps for auditing purpose and QHSE documentation.

By precuring and supplying the Civil Maintenance and Parks & Gardens teams with iPads, this will greatly improve the efficiencies of the current manual workflow process and move away from a heavily paper-based process to a further environmentally friendly workflow process further improving the council's image and safe guarding the organisation into the future.

PROJECT DELIVERABLES

- **What are the outputs to be delivered from the project?**

To begin to paint a picture of the amount of paper we use, the team leaders print of the CRM task, any photos, emails associated with the task and when "dial before you dig" information is required, we can have an additional 6 pages (depending on location) per CRM. This procurement project and implementation of the iPads into the field will have an immediate and long-lasting impact on the organisations carbon footprint, by reducing the amount of paperwork the team leaders print out for their teams on a daily basis.

By the teams using iPad's out in the field, this should create better quality results and workmanship due to greater job ownership and accountability, because of the photos that the teams can now upload directly into the CRM from site, instead of the team leader signing off their work at a later stage. This directly corresponds with our value for striving for excellence and quality within the organisation.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents

Social Equity:

A connected, accessible and pedestrian friendly community.

N/A

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

N/A

Economic Prosperity:

A dynamic and thriving centre for business and services.

N/A

Environmental Sustainability:

A leader in environmental sustainability.

This project will immediately reduce the organisations carbon foot print by reducing ink and paper waste by introducing a sustainable work flow process.

RELATIONSHIP TO ORGAINSATIONALSTRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Introducing technology into the workplace and removing road blocks identified not only by management but also the team members creates a sense of belonging within the organisation. This was also highlighted as a workplace improvement at a recent Tool Box meeting where staff were looking to implement workplace efficiencies.

Capability

Enabling Organisational capability and capacity through "Our People"

Introducing this technology into the workplace will create greater communication among the teams and increase the capabilities of the teams to view and action customer and community requests.

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

As technology evolves, we can evolve with the times and continue to improve on our current systems.

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

N/A

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Improving "our peoples" accessibility with QHSE and improving the current system by providing a more user-friendly method to complete community requests.

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and the Community?**

Current risks with the paper-based workflow could be personal information printed out on paper could be lost or misplaced out into the community. Using an iPad protects personal community information and is only available to NPSP staff via a secure password and log in details provided by NPSP.

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed? Refer to Risk Assessment Matrix in Appendix 2.**

If personal information was lost into the community, this could cause mistrust of NPSP from the community, I would rate the risk LOW 23.

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

None

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

This Project is required to be implementation under the Smart City Plan, Smart Tablets. The further use of smart tablets will increase the up-loading of real time accessible data. Using these smart tablets will reduce the amount of energy consumed due to being charged up via the team members vehicles and the commercial printers usage being substantially lower.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

No

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Once procurement is finalised, yes.

- **If yes, will resources be required from other Council Departments/Divisions?**

Staff assistance from IT will be required to setup the users, office 365 and any programs required for the teams to successfully complete their duties.

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- **Please provide a breakdown of the Income and Expenditure in the table 1 below.**

-
- *If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.*
 - *If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.*
 - *For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.*
 - *If Grant funding is being sought, please indicate the source of the grant funding*
-

TABLE 1: BUDGET BREAKDOWN

	2022-2023	2023-2024	2024-2025	TOTAL
	\$	\$	\$	\$
Income				
Capital Expenditure				
• Renewal	7,000	0	0	7,000
• Upgrade				
Operating Expenditure	6,000	6,000	6,000	18,000
• Labour				
• Contractors/materials				
Total Cost to Council				
Ongoing Operational Savings	TBC	TBC	TBC	
Labour				
Contractors/materials				
To be included in Recurrent Operating Budget	Yes	Yes	Yes	

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Chris McDermott
Manager, City Services

10/02/2022

Supported by

Peter Perilli
General Manage, Urban Services

10/02/2022

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022-2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Local Government Election

PROJECT OWNER:

General Manager, Governance & Community Affairs

PROJECT MANAGER:

General Manager, Governance & Community Affairs

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

The Local Government Election will be held in November 2022 and funding is required to conduct the election.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

Consider for example the following

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

Successfully hold the Local Government Election

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Not Applicable

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Not Applicable

Economic Prosperity:

A dynamic and thriving centre for business and services.

Not Applicable

Environmental Sustainability:

A leader in environmental sustainability.

Not Applicable

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Not Applicable

Capability

Enabling Organisational capability and capacity through "Our People"

Not Applicable

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Not Applicable

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Not Applicable

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

Not Applicable

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- *What are the risks associated with the current situation to the Council and or the Community?*
- *How would you rate these risks? What is the potential cost to Council if the project does not proceed?*
- *What constraints/other expectations that will impact on the delivery of the Project Outcome?*

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

- ***Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.***

RESOURCING IMPLICATIONS

RESOURCES

- ***Are Internal Resources required to be used to deliver the Project?***

Yes

- ***If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?***

General Manager, Governance & Community Affairs
Rates & Revenue Officer
Customer Services Unit

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs	200,000				200,000	
Total Funds Requested (b)	200,000				200,000	
Net Funds Requested (a-b)	200,000				200,000	
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Lisa Mara
General Manager, Governance & Community Affairs

9 February 2022

(Insert name & title of Project Owner)

(Date)

Supported by

(Insert name & title of relevant General Manager)

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR: 2022/2023

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

Mary MacKillop Park Playground

RESPONSIBLE GENERAL
MANAGER:

Chief Executive Officer

PROJECT OWNER:

Manager, City Assets

PROJECT MANAGER:

Manager, Economic Development & Strategic Projects

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

Mary MacKillop Park on Phillips Street, Kensington, is a small, yet important, green space in the precinct which includes Marky MacKillop College, the Sisters of St Joseph Convent and the recently refurbished Mary MacKillop Museum.

The Precinct also has the High Street Café and nearby is the Norwood Swimming Centre, which is a popular destination in the warmer months of the year.

For a number of years, the precinct has lacked social activity, despite the mixed uses. However, the refurbished museum and the opening of the Café has activated this space, attracting young families (who use the park as a shortcut) travelling between the Bridge Street and William Street campuses of St Joseph's Memorial School.

The installation of a playground on Mary MacKillop Park will provide opportunities for further activations in this space and will provide an ancillary recreational offering to users of the Norwood Swimming Centre. It is proposed that the playground be suitable for a range of ages and all abilities.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

The installation of a playground a Mary MacKillop Park, will help to activate a historically and culturally important precinct in our City, attracting local residents and visitors to the Mary MacKillop Centre and Norwood Swimming Centre.

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Playgrounds for children with all abilities

- 1.3 – Design and provide safe, high quality facilities and spaces for people of all backgrounds, ages and abilities.
- 4.1 – Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.

It is intended that the playground equipment be suitable for toddlers and young children of all abilities.

RELATIONSHIP TO ORGANISATIONAL STRATEGY

How will the deliverables of the project contribute to the Councils Organisational Strategy

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Nil

Capability

Enabling Organisational capability and capacity through “Our People”

Nil

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Nil

Safe & Fair

Simple systems are utilised by everyone to ensure “Our People” can work in a safe and fair workplace

Nil

Structure & Framework

Systems and Processes are innovative and supportive of “Our People”

Nil

ADDITIONAL CONSIDERATIONS

RISK MANAGEMENT

- **What are the risks associated with the current situation to the Council and or the Community?**

Nil

- **How would you rate these risks? What is the potential cost to Council if the project does not proceed?**

Nil

- **What constraints/other expectations that will impact on the delivery of the Project Outcome?**

Nil

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- **Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.**

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Yes

The installation of a playground at Mary MacKillop Park has been considered as part of the Norwood Swimming Centre Masterplan and as part of the possible expansion of the park, which would may include a reduction of the road.

Whilst this is an option, the playground can be considered in isolation on its merits as infrastructure that is not reliant on other project objectives.

- **Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.**

Nil

RESOURCING IMPLICATIONS

RESOURCES

- **Are Internal Resources required to be used to deliver the Project?**

Yes, staff will be required to undertake community consultation to determine the aspirations/desires of the potential uses of the playground.

- **If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?**

No

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)	80,000					
Net Funds Requested (a-b)	80,000					
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

Keke Michalos
MANAGER, ECONOMIC DEVELOPMENT & STRATEGIC
PROJECTS

(Date)

Paul Mercorella
MANAGER, CITY ASSETS

(Date)

Supported by

Mario Barone PSM
CHIEF EXECUTIVE OFFICER

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

Mayor Robert Bria, Cr John Callisto and Cr Christel Mex

Additional Information and/or funding submission has been prepared by:

Keke Michalos, Manager, Economic Development & Strategic Projects
Paul Mercorella, Manager, City Assets

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

<p>Master Account Number (To be completed by Finance Section)</p> <hr/>
--

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						



FUNDING SUBMISSION

BUDGET YEAR:

TYPE OF FUNDING REQUEST: MINOR MAJOR

PROJECT NAME:

RESPONSIBLE GENERAL MANAGER:

PROJECT OWNER:

PROJECT MANAGER:

PROJECT OUTLINE

PURPOSE AND OBJECTIVES

- *Describe the nature of the project in which the Funding is requested. In describing the project consider the issue/problem/need that the project is addressing.*

As both urban consolidation and climate change proceed, our suburbs are losing biodiversity as back gardens are removed for infill housing and summer temperatures increase. Council does not have any biodiversity expertise among existing Council staff and this lack needs to be addressed.

The employment of a part-time Biodiversity Officer can help with projects to restore native understorey vegetation in strategic locations in the Linear Park and other parks. Such an officer can also help manage Council's programs to remove synthetic grass from nature strips and Council's verge greening program.

PROJECT DELIVERABLES

- *What are the outputs to be delivered from the project?*

Consider for example the following

- *value and benefits will the Council derive from the project outcome;*
- *will there be Business Process/Service Standard Improvements;*
- *future operational savings that will result;*

RELATIONSHIP TO CITYPLAN 2030

How will the deliverables of the project contribute to Community Well-Being and the Outcomes of CITYPLAN 2030?

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the Outcomes and Strategies outlined in CityPlan2030. Consider the relevance of the project outcomes to the City's Ratepayers and Residents.

Social Equity:

A connected, accessible and pedestrian friendly community.

Community projects to restore native understorey in parks can be assisted by a Biodiversity Officer, increasing community wellbeing and social connections.

Cultural Vitality:

A culturally rich and diverse city with a strong sense of identity, history and sense of place

Fostering better management of native re-greening projects and biodiversity conservation will promote a strong sense of cultural identity, sense of place and historical connections to indigenous vegetation and wildlife.

Economic Prosperity:

A dynamic and thriving centre for business and services.

Environmental Sustainability:

A leader in environmental sustainability.

Burnside Council and Mitcham Council have Biodiversity Officers. Our Council aspires to be a leader in environmental management and we need some Biodiversity expertise within the Council.

Our objectives to “establish a network of linked open spaces for wildlife habitat”, to “revegetate designated areas with local native species where appropriate” and to “facilitate community participation in revegetation programs” can be more consistently addressed by a Biodiversity Officer.

RELATIONSHIP TO ORGANISATIONAL STRATEGY**How will the deliverables of the project contribute to the Councils Organisational Strategy**

Provide details as to how the project outcomes and deliverables will meet or assist in the delivery of the objectives of the Organisational Strategy.

Culture & change

An engaged and committed workforce that is outcome focussed

Council staff will receive greater support with the help of a Biodiversity Officer to re-green our City and to encourage native wildlife, where appropriate.

Capability

Enabling Organisational capability and capacity through “Our People”

Continuous Improvement

Leading by example, we all live our values, inspire each other and deliver clear and consistent direction

Safe & Fair

Simple systems are utilised by everyone to ensure "Our People" can work in a safe and fair workplace

Structure & Framework

Systems and Processes are innovative and supportive of "Our People"

ADDITIONAL CONSIDERATIONS**RISK MANAGEMENT**

- ***What are the risks associated with the current situation to the Council and or the Community?***
Being left behind in conservation management and re-greening projects to help ameliorate climate change impacts.
- ***How would you rate these risks? What is the potential cost to Council if the project does not proceed?***
Moderate risks. A low priority to conservation management and native vegetation re-greening projects involving community groups does not accord with Council's aspiration to be an environmental leader.
- ***What constraints/other expectations that will impact on the delivery of the Project Outcome?***

Budgetary constraints.

•

HAS THE PROJECT BEEN IDENTIFIED AS AN ACTION OR STRATEGY IN OTHER STRATEGY PLANS WHICH HAVE BEEN ADOPTED BY THE COUNCIL?

- ***Is the project required to deliver on the objectives of Other Council Plans or Strategies? If yes, insert title of the Plan/ Strategy and how the project deliverables will contribute to that Plan/Strategy's objectives.***

i.e. EMS Management Plan, Open Space Strategy, Greenhouse Strategy Plan, Tennis Facilities Strategy, Community Arts Strategic Plan etc.

Biodiversity Strategy: fostering native vegetation plantings and wildlife protection
Greenhouse Strategy: encouraging community plantings to help green our Council area to aid in counter-acting hotter summers.

Resilient East Document
Verge Greening Program

-
- *Is the project required as a result of a Resolution of Council? If yes, provide details of the Council Resolution.*

RESOURCING IMPLICATIONS**RESOURCES**

- *Are Internal Resources required to be used to deliver the Project?*

No

- *If yes, will resources be required from other Council Departments/Divisions?
Who are the Project team members?*

FUNDING REQUEST

FUNDING IMPLICATIONS

BUDGET ESTIMATE:

(Excluding GST)

- Please provide a breakdown of the Income and Expenditure in the table 1 below.
- If the delivery of the outcome/deliverable of the funding request will span multiple financial years, please allocate the total project budget to the respective years.
- If the project is on-going, i.e. an introduction of a new service, please indicate which financial year the on-going operating income and expenditure is to be incorporated into the Recurrent Operating Budget.
- For the purchase or development of new assets, provide detail of the associated future ongoing maintenance cost.
- If Grant funding is being sought, please indicate the source of the grant funding

TABLE 1: BUDGET BREAKDOWN

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Source of External Funding						
• Grant Funding						
• User Charges						
• Other						
Total External Funding (a)						
Expenditure						
• Additional temporary Labour costs						
• Design Costs						
• Construction Costs						
• Contracted Services						
• Legal Expenses						
• Equipment Purchases						
• Consultation Costs						
• Other Operational Delivery Costs						
Total Funds Requested (b)						
Net Funds Requested (a-b)						
Ongoing Operational Savings						
• Labour						
• Contractors/materials						
Potential on-going Savings						

APPROVALS

1. FUNDING SUBMISSION GENERATED BY STAFF

(Insert name & title of Project Owner)

(Date)

Supported by

(Insert name & title of relevant General Manager)

(Date)

2. FUNDING SUBMISSION GENERATED BY AN ELECTED MEMBER

THIS PROJECT HAS BEEN INITIATED BY:

Councillor Evonne Moore

(Insert name of Elected Member)

Additional Information and/or funding submission has been prepared by:

Manager, City Services

(Insert name & title of General Manager/Staff)

3. EXECUTIVE MANAGEMENT GROUP REVIEW

APPROVED/NOT APPROVED FOR CONSIDERATION BY THE COUNCIL:

APPROVED FOR CONSIDERATION BY THE COUNCIL

NOT APPROVED FOR CONSIDERATION BY THE COUNCIL

(If not approved, provide a brief summary of the reasons)

APPENDIX : RISK ASSESSMENT MATRIX

	IMPACT				
LIKELIHOOD	Catastrophic	Critical	Major	Moderate	Minor
Almost Certain	Extreme 1	Extreme 4	High 8	High 10	Substantial 15
Likely	Extreme 2	Extreme 5	High 9	Substantial 14	Medium 20
Possible	Extreme 3	High 7	Substantial 13	Medium 19	Low 23
Unlikely	High 6	Substantial 12	Medium 17	Low 21	Low 24
Very Unlikely	Substantial 11	Medium 16	Medium 18	Low 22	Low 25

LIKELIHOOD RATING

LIKELIHOOD	PROBABILITY OF OCCURENCE	DESCRIPTION
Almost Certain	< 1 in 10	This risk is expected to occur during this task / activity / project as there is a history of regular occurrence.
Likely	1 in 10 - 100	There is a strong possibility the event will occur as there is a history of frequent occurrence during similar Council tasks / activities / projects.
Possible	1 in 100 - 1000	The risk might occur at some time as there is a history of casual occurrence during similar Council tasks / activities / projects
Unlikely	1 in 1000 - 10000	Hasn't happened yet, but there's a slight possibility it may occur at some time during the task / activity / project
Very Unlikely	> 1 in 10000	Highly unlikely, but it may occur in exceptional circumstances. It is conceivable, but probably never will occur.

CONSEQUENCE RATING

CONSEQUENCE	ORGANISATIONAL / HUMAN FACTORS	SERVICE INTERRUPTION	LEGAL/REGULATORY	ECONOMIC /FINANCIAL	REPUTATION/SOCIAL ENVIRONMENTAL
Insignificant	Unexpected/unplanned loss of a staff member Minor injury or ailment requiring onsite first aid (First Aid Injury - No loss of time)	Minor Interruption to service provision capability <4 hours	Legal, regulatory or internal policy failure with minimal consequence on operations or licencing	<5% of budget	Minor Short-term environment, conservation, reputation or community issue
Minor	Unexpected/unplanned loss of a key staff member Injury or ailments requiring Follow-up medical assistance (i.e. attend medical appointment(s) - Medical Treatment Injury	Limited disruption to service provision capability requiring altered operational arrangements for a short period(between 4 – 8 hours)	Minor Legal, regulatory or internal policy failure. Findings or penalty	5%-14% of budget	Environment, conservation, reputation or community incident requiring City intervention
Moderate	Unexpected/unplanned loss of several key staff from a single area Minor Personal injury resulting in loss of shift / requiring immediate medical review (i.e. Ambulance called or taken to see GP)	Significant impairment of service provision (up to 24 hours)	Major Legal, regulatory or internal policy failure	15%-24% of budget	Medium-term issue with major environment, conservation, reputation or community impact
Major	Unexpected/unplanned loss of a significant number of staff Serious personal injuries requiring immediate medical aid / hospitalisation. Long term rehabilitation required.	Significant impairment of service provision (between 1 and 2 days)	Significant Legal exposure or regulatory or internal policy failure	25%-35% of budget	Long-term issue with major environment, conservation, reputation or community impact
Catastrophic	Unexpected loss of a number of key senior management Death or critical Injury, Multiple personal injuries	Total loss of service provision capability for extended period (greater than 2 days)	Significant Legal exposure or major regulatory or internal policy failure	>35% of budget	Major environment, conservation, reputation or community impact. long term rehabilitation required

Finance Use

Project Type: Operating

Capital
Useful Life in years

Nature of Expenditure:

Discretionary
 Non-Discretionary

Renewal expenditure
 New or Upgrade expenditure

Master Account Number
(To be completed by Finance Section)

Manager Code (Finance use only) – Project Owner

Responsible Officer (Finance use only) – Project Manager

	Current Year \$	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$
Capital Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Capital Funds Requested						
• Renewal						
• Upgrade						
Total Funds Requested						
Total Net Capital Cost to Council						
<i>Funded by Borrowings</i>						
<i>Funded by Depreciation</i>						
Operating Projects						
External Funding Sources						
• Grant Funding						
• User Charges						
• Other						
Estimate of External Funding Sources						
Recurrent Funds Requested						
• Labour Costs						
• Non Labour Costs						
• Depreciation Impact						
• Financing Impact						
Total Recurrent Cost						
Total Net Recurrent Cost to Council						

Attachment D

Draft 2022-2023 Budget

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
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Payneham
& St Peters**

2022-2023 Financial Statements
Draft



City of
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& St Peters

Statement of Comprehensive Income for the year ended 30 June 2023

	Proposed 2022-2023	Forecast 2021-2022	Actual 2020-2021	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018	Actual 2016-2017
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income							
Rates	39,622	37,866	36,288	36,181	34,845	33,947	33,185
Statutory charges	2,007	1,774	1,751	1,595	1,760	1,819	1,712
User charges	3,738	3,465	3,506	3,408	3,701	3,443	3,540
Grants, subsidies and contributions	2,828	2,981	2,921	2,959	3,152	3,198	3,470
Investment income	46	20	19	88	206	251	148
Other income	518	615	771	1,527	1,013	1,072	1,068
Net loss joint ventures & associates	-	-	217	28	35	42	238
Total Income	48,758	46,720	45,473	45,786	44,711	43,772	43,359
Expenses							
Employee costs	16,083	15,254	14,448	14,050	13,739	13,074	12,461
Materials, contracts & other expenses	20,109	19,104	19,165	18,937	18,774	17,527	17,639
Finance costs	865	450	454	405	489	600	724
Depreciation, amortisation & impairment	11,159	10,640	9,968	9,503	8,984	8,285	8,111
Net loss Joint Ventures & Associates	-	272	327	515	346	193	203
Total Expenses	48,215	45,721	44,363	43,411	42,331	39,680	39,137
Operating Surplus (Deficit)	543	999	1,110	2,375	2,380	4,092	4,222
Net gain (loss) on disposal or revaluation of assets	25	25	(1,145)	(1,529)	(1,207)	(910)	(486)
Amounts specifically for new or upgraded assets	9,605	2,045	3,303	744	1,131	1,741	165
Physical resources received free of charge	-	-	-	-	24	-	-
Non Operating Items - Joint Venture and Associates	-	-	-	-	-	-	2,498
Net Surplus (Deficit) transferred to Equity Statement	10,172	3,069	3,268	1,590	2,327	4,923	6,399
Other Comprehensive Income							
Changes in revaluation Surplus- infrastructure, property, plant & equipment	2,000	2,000	12,046	3,542	32,993	(150,421)	12,806
Share of Other comprehensive Income - joint ventures and associates	-	-	5	13	9	(12)	3
Total Other Comprehensive Income	2,000	2,000	12,051	3,555	33,001	(150,433)	12,810
Total comprehensive Income	12,172	5,069	15,320	5,145	35,329	(145,510)	19,209

Pursuant to S123 (10)(b) of the *Local Government Act 1999* and Clause 7 of the *Local Government (Financial Management) Regulations 2011*, as detailed in the Statement of Comprehensive Income, the projected Operating Income (\$47.079m) is sufficient to meet the projected Operating Expenditure (\$46.407m) for the 2021-2022 Financial Year.

2022-2023 Financial Statements

Draft



City of
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& St Peters

Statement of Financial Position as at 30 June 2023

	Proposed 2022-2023 \$'000	Forecast 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Assets							
Current Assets							
Cash and cash equivalents	3,743	4,844	7,071	9,177	12,152	15,812	9,953
Trade & other receivables	2,980	2,799	3,699	2,889	2,945	2,475	3,074
Total Current Assets	6,724	7,643	10,770	12,067	15,097	18,287	13,027
Non-current Assets							
Financial Assets	105	105	104	105	136	159	105
Equity accounted investments in Council businesses	3,421	3,340	2,207	2,463	2,890	3,196	3,259
Infrastructure, Property, Plant & Equipment	554,486	512,371	507,904	476,469	473,423	437,409	591,000
Other Non-current Assets	-	-	2,509	17,891	6,119	3,715	1,271
Total Non-current Assets	558,012	515,816	512,725	496,929	482,569	444,478	595,635
Total Assets	564,736	523,460	523,495	508,995	497,666	462,765	608,662
Liabilities							
Current Liabilities							
Trade & Other Payables	6,101	5,816	8,006	7,310	6,272	5,462	3,743
Borrowings	946	931	972	1,651	1,781	1,858	2,045
Short-term Provisions	2,820	2,181	3,326	3,135	2,752	2,761	2,769
Total Current Liabilities	9,868	8,927	12,304	12,095	10,805	10,081	8,557
Non-current Liabilities							
Long-term Borrowings	35,691	7,530	9,392	10,357	5,388	6,513	8,371
Long-term Provisions	1,193	1,191	1,328	1,160	1,203	1,129	1,148
Liability - Equity accounted Council Businesses	1,437	1,437	1,164	1,397	1,429	1,529	1,562
Total Non-current Liabilities	38,321	10,157	11,884	12,913	8,020	9,171	11,082
Total Liabilities	48,188	19,084	24,188	25,008	18,825	19,252	19,639
Net Assets	516,548	504,375	499,306	483,987	478,842	443,513	589,023
Equity							
Accumulated Surplus	73,340	63,168	60,099	56,825	55,222	52,886	47,975
Asset Revaluation Reserve	443,208	441,208	439,208	427,162	423,620	390,627	541,048
Total Equity	516,548	504,375	499,306	483,987	478,842	443,513	589,023

2022-2023 Financial Statements

Draft



City of
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Statement of Changes in Equity for the year ended 30 June 2023

	Proposed 2022-2023 \$'000	Forecast 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Accumulated Surplus							
Balance at end of previous reporting period	63,168	60,099	56,825	55,222	52,886	47,975	41,574
Net Surplus/ (Deficit) for year	10,172	3,069	3,268	1,590	2,327	4,923	6,399
Other comprehensive Income	-	-	-	-	9	(12)	2
Balance at end of period	73,340	63,168	60,093	56,812	55,222	52,886	47,975
Asset Revaluation Reserve							
Balance at end of previous reporting period	441,208	439,208	427,162	423,620	390,627	541,048	528,241
Gain on revaluation of infrastructure, property, plant & equipment	2,000	2,000	12,046	3,542	32,993	(150,421)	12,806
Balance at end of period	443,208	441,209	439,210	427,162	423,619	390,627	541,048
Total Equity at end of reporting period	516,548	504,376	499,303	483,974	478,841	443,513	589,023

Statement of Cash Flow for the year ended 30 June 2023

	Proposed 2022-2023 \$'000	Forecast 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Cash Flow from Operating Activities							
<u>Receipts</u>							
Rates - general & other	39,441	38,465	36,672	36,107	34,696	33,670	32,946
Fees & other charges	2,007	1,774	1,613	1,646	1,694	1,786	1,678
User Charges	3,738	3,465	3,113	3,297	4,014	4,542	2,403
Investment receipts	46	20	2,756	88	204	252	152
Grants utilised for operating purposes	2,828	2,981	19	3,677	2,744	2,835	3,425
Other Income	518	615	998	1,474	1,244	1,324	1,070
<u>Payments</u>							
Employee Costs	(15,440)	(15,282)	(14,547)	(13,486)	(14,322)	(13,668)	(13,111)
Contractual services & materials	(19,823)	(17,386)	(18,074)	(19,030)	(17,593)	(15,381)	(18,123)
Finance payments	(865)	(450)	(447)	(407)	(489)	(615)	(737)
Net Cash provided by (or used in) Operating Activities	12,448	14,203	12,102	13,368	12,191	14,746	9,702
Cash flow from Investing Activities							
<u>Receipts</u>							
Amounts specifically for new or upgraded assets	9,605	2,045	2,626	1,165	1,049	1,742	1,165
Sale of replaced assets	25	25	47	58	9	790	30
Repayments of loans by community groups	-	-	11	43	13	21	8
Capital Distributions from associated entities	-	-	-	-	-	-	-
<u>Payments</u>							
Expenditure on renewal/replacement of assets	(22,153)	(14,951)	(9,652)	(8,919)	(9,009)	(6,589)	(3,318)
Expenditure on new/upgraded assets	(29,107)	(2,536)	(5,508)	(13,175)	(6,615)	(2,673)	(884)
Capital contributed to associated entities	(81)	(81)	(81)	(81)	(96)	(132)	(119)
Net Cash provided by (or used in) Investing Activities	(41,711)	(15,498)	(12,556)	(20,909)	(14,649)	(6,841)	(3,118)
Cash Flow from Financing Activities							
<u>Receipts</u>							
Proceeds from Borrowings	29,107	-	-	6,500	-	-	-
<u>Payments</u>							
Repayments of Borrowings	(945)	(931)	(1,653)	(1,934)	(1,202)	(2,045)	(1,923)
Net Cash provided by (or used in) Financing Activities	28,162	(931)	(1,653)	4,566	(1,202)	(2,045)	(1,923)
Net Increase (Decrease) in cash held	(1,101)	(2,227)	(2,107)	(2,975)	(3,660)	5,860	4,662
Cash & cash equivalents at beginning of period	4,844	7,071	9,177	12,152	15,812	9,953	5,291
Cash & cash equivalents at end of period	3,743	4,844	7,071	9,177	12,152	15,812	9,953

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Uniform Presentation of Finances for year ended 30 June 2023

	Proposed 2022-2023 \$'000	Forecast 2021-2022 \$'000	Actual 2020-2021 \$'000	Actual 2019-2020 \$'000	Actual 2018-2019 \$'000	Actual 2017-2018 \$'000	Actual 2016-2017 \$'000
Income	48,758	46,720	45,473	45,786	44,711	43,772	43,359
less Expenses	(48,215)	(45,721)	(44,363)	(43,411)	(42,331)	(39,680)	(39,137)
Operating Surplus (Deficit)	543	999	1,110	2,375	2,380	4,092	4,222
less Net Outlays on Existing Assets							
Capital Expenditure on renewal and replacement of Existing Assets	22,153	14,951	9,652	8,919	15,624	9,262	3,318
Depreciation, Amortisation and Impairment	(11,159)	(10,640)	(9,968)	(9,503)	(8,984)	(8,285)	(8,111)
Proceeds from Sale of Replaced Assets	(25)	(25)	(47)	(58)	(9)	(790)	(30)
	10,969	4,286	(363)	(642)	6,631	186	(4,823)
less Net Outlays on New and Upgraded Assets							
Capital Expenditure on New and Upgraded Assets (including investment property & real estate developments)	29,107	2,536	5,508	13,175	6,615	2,673	884
Amounts received specifically for New and Upgraded Assets	(9,605)	(2,045)	(2,626)	(1,165)	(1,049)	(1,742)	(1,165)
Asset Received Free of Charge	-	-	-	-	(24)	-	-
	19,502	491	2,882	12,010	5,542	931	(281)
Net Lending / (Borrowing) for Financial Year	(29,929)	(3,778)	(1,408)	(8,993)	(9,793)	2,975	9,326

Financial Indicators

	Proposed 2022-2023	Proposed 2022-2023	Forecast 2021-2022	Forecast 2021-2022	Actual 2019-2020	Actual 2018-2019	Actual 2017-2018	Actual 2016-2017
Required by Local Government (Financial Management) Regulations 1999 Section 5B(d)								
	\$							
Operating Surplus Ratio								
<u>Operating Surplus/(Deficit)</u>	<u>542,647</u>	1.1%	2.1%	2.4%	5.2%	5.3%	9.3%	9.7%
Operating Revenue	48,758,056							
<i>This ratio expresses the operating surplus as a percentage of total operating revenue.</i>								
Net Financial Liabilities Ratio								
<u>Net Financial Liabilities</u>	<u>41,359,472</u>	84.8%	24.3%	29.3%	28.0%	8.0%	1.8%	15.0%
Total Operating Revenue	48,758,056							
<i>This ratio expresses the extent of Operating Revenue required to meet all monies owed by the Council Net financial liabilities are defined as total liabilities less financial assets (excluding equity accounted investments in Council businesses).</i>								
Asset Sustainability Ratio								
<u>Net Asset Renewals</u>	<u>22,153,142</u>	161%	126%	124%	99%	109%	79%	64%
Asset Management Plan	13,721,505							
<i>This ratio measure the extent existing assets are being renewed compared to the Infrastructure & Asset Management Plan Net asset renewals is defined as capital expenditure on the renewal and replacement of existing assets, and excludes new capital expenditure on the acquisition of additional assets</i>								
Rolling five-year average		127.8%	108.6%	97.3%	96.1%	94.8%	89.6%	105.0%
Requested by Council								
Debt to Total Income Ratio								
<u>Debt Servicing</u>	<u>1,810,000</u>	4.7%	3.8%	6.0%	6.7%	5.0%	8.1%	8.3%
Rate Revenue less NRM Levy	38,239,188							

The Debt to Rate Revenue Ratio measures the extent of rate revenue covers the loan repayments (interest and principal)

3. NEXT MEETING

The next regular meeting of the Audit Committee will be held on Monday 23 May 2022.

4. CLOSURE