CITY OF ADELAIDE

INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE
AGENDA & REPORTS

for the meeting

Tuesday, 21 May 2024

at 7.00 pm

in the Colonel Light Room, Adelaide Town Hall

Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith

Councillor Elliott (Chair)

Councillor Noon (Deputy Chair)

Councillors Abrahimzadeh, Couros, Davis, Giles, Hou, Li, Martin, Dr Siebentritt and Snape

1. Acknowledgement of Country

At the opening of the Infrastructure and Public Works Committee meeting, the Chair will state:

'Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

2. Apologies and Leave of Absence

On Leave -

Councillor Giles

3. Confirmation of Minutes - 16/4/2024

That the Minutes of the meeting of the Infrastructure and Public Works Committee held on 16 April 2024, be taken as read and be confirmed as an accurate record of proceedings.

View public 16 April 2024 Minutes.

4. Declaration of Conflict of Interest

5. Deputations

6. Workshops

7. Reports for Recommendation to Council

8. Reports for Noting

Nil

9. **Exclusion of the Public**

In accordance with sections 90(2), (3) and (7) of the *Local Government Act 1999 (SA)* the Infrastructure and Public Works Committee will consider whether to discuss in confidence the reports contained within section 10 of this Agenda.

10. **Confidential Workshops**

11. **Closure**

Main Streets Revitalisation

Tuesday 21 May 2024

Infrastructure and Public Works Committee

Strategic Alignment - Our Places

Presenter: Tom McCready, Director City Services and Mark Goudge, Associate Director Infrastructure

Public

PURPOSE OF WORKSHOP

To present updated concept options and receive feedback on the preferred approach for Hutt Street and O'Connell Street, responding to the Council decision dated 27 June 2023.

KEY QUESTIONS

What are Council Members' views on the options provided for O'Connell Street & Hutt Street?

Do Council Members support bringing forward (to 2024/25) the construction of a small section of O'Connell Street to align with the completion of the 88 O'Connell development?

- END OF REPORT -

Our Places

Main Street Revitalisation
Main Street Revitalisations for Hutt Street and O'Connell Street

21 May 2024

Program: Infrastructure
Author: Mark Goudge, Associate Director Infrastructure
Approving Officer: Tom McCready, Director Infrastructure

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Purpose

- To present updated concept options and receive feedback on the preferred approach for Hutt Street and O'Connell Street, responding to Council decision dated 27 June 2023.

- Following Council's feedback during the workshop, a Report will be submitted to the following Infrastructure and Public Works Committee meeting for formal endorsement on the preferred approach for Hutt Street and O'Connell Street.

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Key Messages

Agenda

- Journey to date – Project Drivers and Community Consultation

- Council Decision

- O'Connell Street Updated Concept Options Overview

- Hutt Street Updated Concept Options Overview

Decisions

- Preferred approach for Hutt Street and O'Connell Street

Key Questions

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KEY QUESTION

What are Council Members' views on the options provided for O'Connell Street & Hutt Street?

KEY QUESTION

Do Council Members support bringing forward (to 2024/25) the construction of a small section of O'Connell Street to align with the completion of the 88 O'Connell development?

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- Transforming the streets to be a desirable destination, where people want to live, do business and visit.

- To provide economic uplift for our community, benefiting the residents, local traders, businesses and visitors.

Council commenced engagement with the community on the various main streets from 2017 to cater to and service the needs of our community.

Journey to date – Community engagement

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Community Engagement Process (from 2017)

- Phase 1 Benchmarking
  - Focus groups, City User Profile Survey, Residents Survey and Lord Mayor Round Tables
  - Place Coordinators, place-led research and data collection
- Phase 2 Vision and Design Principles
  - Community consultation on draft Master Plan

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Vision

Hutt Street's leafy green streetscape, historic village charm with an exciting variety of commercial, dining and social experiences ensure it is the pride of its growing community and a popular destination for locals and visitors alike.

Provide a well-planned street that is welcoming, accessible and comfortable, that balances the needs of businesses, residents, and visitors using all modes of transport and contributes to our wellbeing and sustainability goals.

Celebrate and reinforce the existing leafy green streetscape and historic village charm.

Establish a business and retail identity with a diverse offering to increase its popularity as a destination for locals and visitors.

Rationalise the reallocation of public space from vehicle use (parking and traffic lanes), to achieve a more equitable allocation of public space and a good balance between transport modes, trees/landscaping, outdoor dining opportunities, to support businesses and enhance social interactions, and provide safer movement.

Create a new public 'heart' as the epicentre and provide unique experiences ensuring a robust local community.

Public art opportunities, activation and improved amenity to support businesses and enhance the visitor experience, driving future investment and economic uplift.

Vision

O'Connell Street is a bustling, sophisticated and metropolitan main street, that acts as the heart of North Adelaide and the inner northern suburbs.

1. **Create a sense of vibrancy and community**
Activate spaces and places to reflect the street's unique identity and complement activity around the main street for families, community and visitors.

2. **Increase commercial mix and unique offerings**
Provide a diverse, attractive and interesting business mix to service locals and provide visitors with a unique shopping experience.

3. **Celebrate heritage**
Embrace and work with our communities to connect people, historical buildings, build capacity and create local solutions and initiatives.

4. **Update accessibility and engaging public spaces**
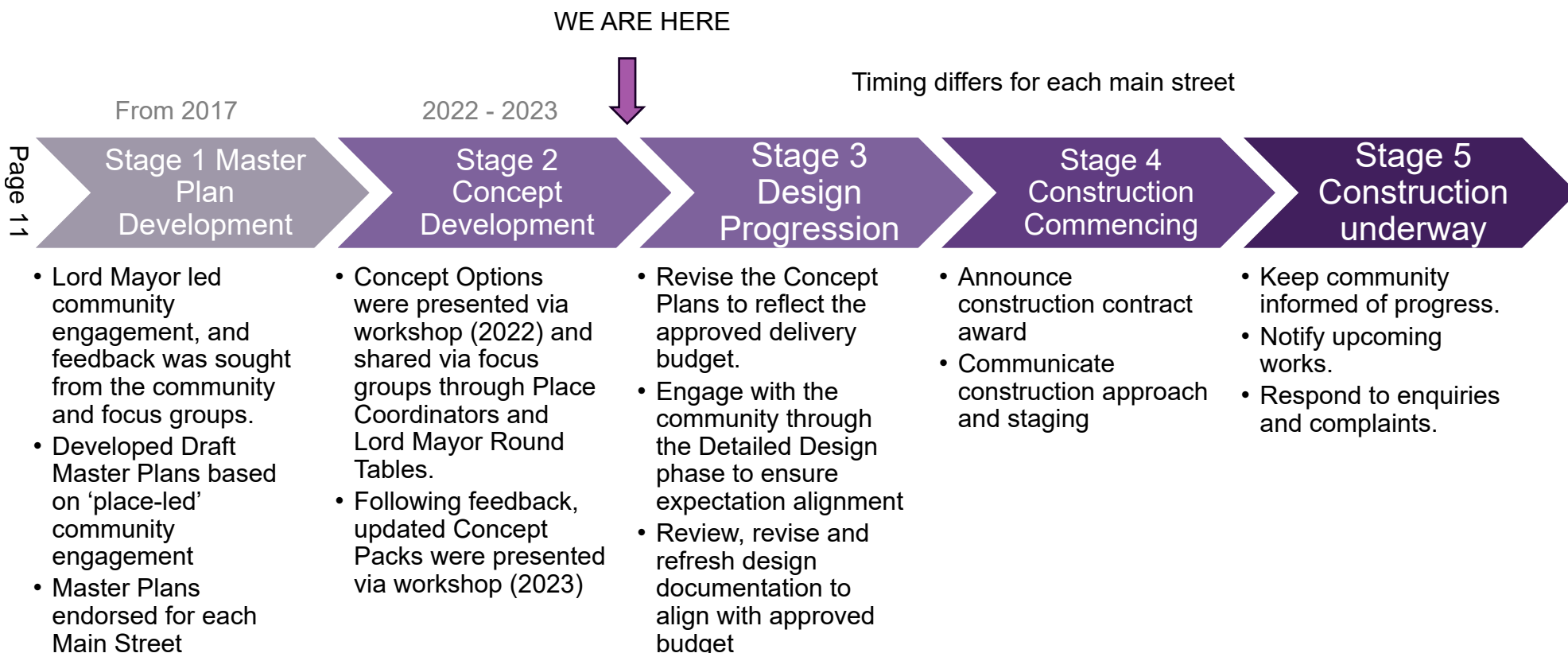Create a well-balanced social and safe public space that has been designed for a diversity of provisions.

5. **Embrace art and culture**
Provide a range of coordinated art and cultural projects to increase activation and improve the visitor experience of the street.

Journey to date – Community engagement

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- Once the preferred approach has been endorsed by Council, the concept will be further refined to be presented to the community.

WE ARE HERE

Timing differs for each main street

From 2017

2022 - 2023

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Stage 1 Master Plan Development	Stage 2 Concept Development	Stage 3 Design Progression	Stage 4 Construction Commencing	Stage 5 Construction underway

- Lord Mayor led community engagement, and feedback was sought from the community and focus groups.
- Developed Draft Master Plans based on 'place-led' community engagement
- Master Plans endorsed for each Main Street

- Concept Options were presented via workshop (2022) and shared via focus groups through Place Coordinators and Lord Mayor Round Tables.
- Following feedback, updated Concept Packs were presented via workshop (2023)

- Revise the Concept Plans to reflect the approved delivery budget.
- Engage with the community through the Detailed Design phase to ensure expectation alignment
- Review, revise and refresh design documentation to align with approved budget

- Announce construction contract award
- Communicate construction approach and staging

- Keep community informed of progress.
- Notify upcoming works.
- Respond to enquiries and complaints.

Engagement methods will include, but not limited to webpage, factsheet, email to database, media release, meetings, pop-up info session, public realm signages…etc depending on the stage of the engagement.

Timeline

June 2023 Council Decision

- Approved a forward estimate (new & upgrade) within the Long-Term Financial Plan **for O'Connell Street** of $2.5 million, for detailed design occurring in 2024/25 and $12.5 million for construction occurring in 2026/27 and 2027/28.

- Approved a forward estimate (new & upgrade) within the Long-Term Financial Plan for **Hutt Street** of $2.5 million detailed design occurring in 2024/25 and $10 million for construction occurring in 2025/26 and 2026/27.

- Link to Council Decision 27 June 2023 (refer to p10)

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Main Street	Total N/U allocation	**Approved** Project Timeline			
		2024/25	2025/26	2026/27	2027/28
O'Connell Street	$15.0m	Design		**Construct**	Construct
Hutt Street	$12.5m	Design	**Construct**	Construct	
Gouger Street	$15.0m	Design	Construct	Construct	
Hindley Street	$15.0m	Design, Construct	Construct		
Melbourne Street	$6.5m		Design	Construct	Construct

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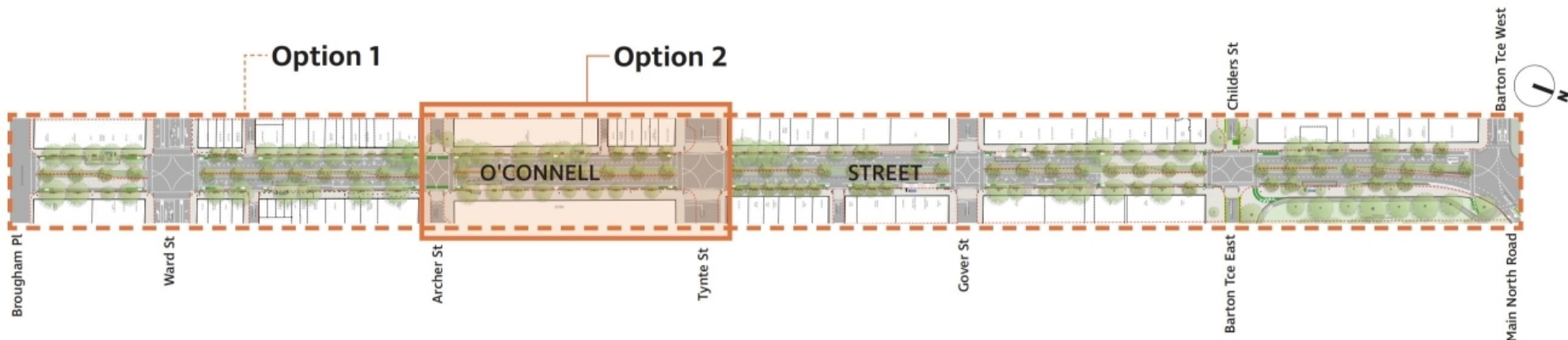
Advancement of Works – 88 O'Connell consideration

▪ Bring forward a section of O'Connell Street in to 2024/25 to align with the completion of the 88 O'C Development, estimated May 2025. Essential activities to align with project completion are associated with pavements works.

▪ Currently seeking $500,000 through the 2023/24 Open Space Grant Program

▪ Consideration needs to be given to the potential extension of the Tram into North Adelaide.

▪ No change to other main streets

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Main Street	Total N/U allocation	Approved Project Timeline			
		2024/25	2025/26	2026/27	2027/28
O'Connell Street	$15.0m	Design / Partial Construct		**Construct**	**Construct**
Hutt Street	$12.5m	Design	**Construct**	Construct	
Gouger Street	$15.0m	Design	Construct	Construct	
Hindley Street	$15.0m	Design, Construct	Construct		
Melbourne Street	$6.5m		Design	Construct	Construct

Main Street Revitalisation

O'Connell Street - Concept Options Overview

Options	Budget	Extent of Works	Basis of Design	Strategic alignment
1 - Whole of Street	$23.22m	Full street – Barton Terrace to Brougham Place	Surface refresh Budget-driven scope	Lower degree of alignment with CoA strategies
2 - Focused Activation Zone	$15.44m	Central hub – Archer Street to Tynte Street	As per previous concept design. Developed from master plan	Higher degree of alignment with CoA strategies

Existing

Option 1 – Whole of Street

Proposed view looking South toward Archer Street

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Compliant lighting level

Widened tree surrounds (timber edge)

Resurfaced footpaths (compliant but same width)

Kerb and watertable replaced

Road resurfaced

O'Connell Street - Concept Options Overview

Option 2 – Focused Activation Zone

Proposed view looking South toward Archer Street

Existing

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O'Connell Street - Concept Options Overview

Asset classes	Option 1 – Whole of Street	Option 2 - Focused Activation
Funding	Option 1 provides funding to the whole of street (building to the allocated budget)	Option 2 provides funding to a portion of the street with a higher quality outcome. Will require further funding to duplicate along the street.
Footpath and Road	Footpath widths and kerb alignment remain the same. Footpath replaced completely with new paver type. Can accommodate future tram extension no impact to new infrastructure	Footpath replaced with exposed aggregate in-situ concrete and granite feature paving bands Can accommodate future tram extension would require the removal of new central infrastructure
	Establish new bike lane with linemarking	Separated safe cycle lane
	Improves existing crossing points to bring up to compliance	Improves existing crossing points to bring up to compliance Continuous footpaths installed at side streets
	Traffic speed to be reviewed as part of City-Wide Speed Limit Review	Traffic speed to be reviewed as part of City-Wide Speed Limit Review
	Road resurfaced	Full depth road pavement replacement
	Retain parallel on-street parking	Road reconfigured to allow two lanes of traffic during peak times, and parallel parking lane retained only during inter peak times
Greening	Widen tree surrounds to existing street trees. Opportunity for new tree planting aligned with City Greening Funds	New garden beds along verge and within median with new street trees to infill tree avenue aligned with City Greening Fund.
Lighting	Lighting Levels to meet compliance for Road and Footpath	New lighting throughout including catenary lighting
Urban Elements	Renew existing street furniture in need of replacement	Renewed and rationalised existing street furniture with additional urban elements where required

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O'Connell Street - Concept Options Overview

Option	Option 1 Whole of Street	Option 2 Focused Activation Zone
Section	Whole of Street (Brougham Place to Barton Tce)	Archer Street to Tynte Street
Construction Cost Estimate	$23.76m	$14.26m
Construction Budget — N/U	$13.5m	$13.5m
Construction Budget — Renewal	$8.22m	$1.45m
Construction Budget — Total	$21.72m	$16.45m
Design budget	$1.5m	$1.5m
Whole of Life Budget	$23.22m	$15.44m
Additional Comments	Costs include full stormwater replacement.	

Note cost estimate is based on approved delivery year, and +/- 30% accuracy applies at concept phase.

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Hutt Street - Concept Options Overview

Hutt Street - Concept Options Overview

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Options	Budget	Extent of Works	Basis of Design	Strategic alignment
1 - Whole of Street	$19.93m	Full street – South Terrace to Pirie Street	Surface refresh Budget-driven scope	Lower degree of alignment with CoA strategies
2A & 2B - Focused Activation Zone	$15.44m	Central hub – Gilles Street to Carrington Street *- with opportunity to extend to South Tce to physically connect to Stage 1 Entry Statement.*	As per previous concept design. Developed from master plan	Higher degree of alignment with CoA strategies

Hutt Street - Concept Options Overview

Existing

Option 1 – Whole of Street

Proposed view looking North along Hutt Street toward Halifax Street

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Resurfaced footpath
(compliant but same width)

Widened tree surrounds
(kerb with inlets)

Kerb and watertable
replaced
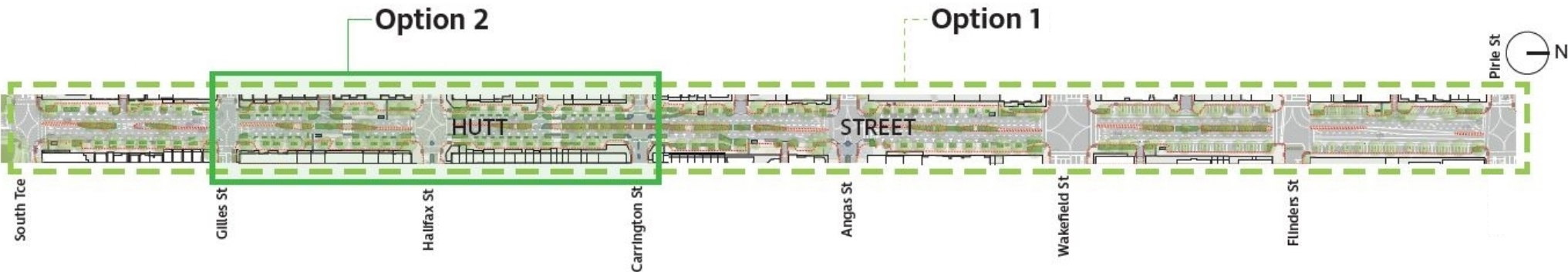
Hutt Street - Concept Options Overview

Existing

Option 2A – Focused Activation Zone

Proposed view looking North along Hutt Street toward Halifax Street

New Lighting

Garden beds and infill tree planting

Mid-block Wombat Crossing

Traffic calming to improve safety and accessibility

Continuous footpaths

All-inclusive and separated cycle lane

Widened footpaths

Activity Zones

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Hutt Street Concept Options Overview

Existing

Option 2B – Focused Activation Zone

Proposed view looking North along Hutt Street toward Halifax Street

New Lighting

Mid-block Signalised Crossing

Garden beds and infill tree planting

Continuous footpaths

Parking during off-peak periods & Traffic lane during peak periods

All-inclusive and separated cycle lane

Widened footpaths

Activity Zones

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Hutt Street - Concept Options Overview

Asset classes	Option 1 - Whole of Street	Option 2A - Focused Activation	Option 2B - Focused Activation
Funding	Option 1 provides funding to the whole of street (building to the allocated budget)	Option 2A provides funding to a portion of the street with a higher quality outcome. Will require further funding to duplicate along the street.	Option 2B provides funding to a portion of the street with a higher quality outcome. Will require further funding to duplicate along the street.
Footpath and Road	Footpath replaced completely with new paver type.	Footpath replaced with premium pavers Continuous footpath for side streets	Footpath replaced with premium pavers Continuous footpath for side streets
	Kerb alignment remains the same	Footpath widened to create activity zone	Footpath widened to create activity zone
	Retain existing on-road cycle lane with minor safety improvements / defined cycle lane	Separated 2.0m wide cycle lane	Separated 1.5m wide cycle lane
	Improve existing crossing points	Improve existing crossing points with 2 new mid-block raised wombat crossings	Improve existing crossing points with 2 new signalised crossings
	Retain existing traffic lanes with safety improvements, review speed reduction.	One-lane each way with dedicated turning lanes, and reduced speed limit	Two-lane each way with dedicated turning lane
	Retain existing parking lane and angled parking	Retain existing parking lane and convert to parallel parking	Convert existing parking lane to peak-hour clear way with off-peak parallel parking
	Reinstatement with opportunity to resurface	Road replaced with improved geometry	Road replaced with improved geometry
Greening	New tree surrounds for existing street trees and establish new street trees through the City Greening Fund	New and bigger garden beds with new street trees	New and smaller garden beds with new street trees
Lighting	Opportunity for pedestrian lighting for footpath zone	New lighting for footpath zone	New lighting for footpath zone
Urban elements	Renew existing street furniture	Renew existing street furniture and additional where required	Renew existing street furniture and additional where required
		Major artwork to visually identify Heart of Hutt	Major artwork to visually identify Heart of Hutt

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Hutt Street - Concept Options Overview

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Option	Option 1 Whole of Street	Option 2A & 2B Focused Activation Zone
Section	Whole of Street (South Tce to Pirie St)	Gilles to Carrington St (*with opportunity to extend to South Tce*)
Construction Cost Estimate	$18.0m	$12.84m
Construction Budget — N/U	$11.0m	$11.0m
Construction Budget — Renewal	7.43m	$2.94m
Construction Budget — Total	$18.43m	$13.94m
Design budget	$1.5m	$1.5m
Whole of Life Budget	$19.93m	$15.44m
Additional Comments	Can be delivered within approved budget with opportunities to include decorative lighting and pedestrian lighting.	Can be delivered within approved budget with opportunities to extend the project footprint to South Terrace to allow the activation zone to be physically connected to Stage 1 Entry Statement (expected to be completed in Nov 2024)

Note cost estimate is based on approved delivery year, and +/- 30% accuracy applies at concept phase.

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KEY QUESTION

What are Council Members' views on the options provided for O'Connell Street & Hutt Street?

KEY QUESTION

Do Council Members support bringing forward (to 2024/25) the construction of a small section of O'Connell Street to align with the completion of the 88 O'Connell development?

Capital Project Update – April 2024

Strategic Alignment - Our Corporation

Public

Agenda Item 7.1

Tuesday, 21 May 2024
Infrastructure and Public Works Committee

Program Contact:
Mark Goudge, Associate Director Infrastructure

Approving Officer:
Tom McCready, Director City Services

EXECUTIVE SUMMARY

This report provides a summary view of the Capital Works Program delivery and financial performance as of 30 April 2024 including a snapshot of headline projects either complete or in progress, future procurement activities and upcoming community consultation and engagement activities.

The Infrastructure Program will present a monthly report to the Infrastructure & Public Works Committee reflecting the previous monthly performance.

RECOMMENDATION

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1.   Notes the Capital Works Program Update for April 2024 as contained within this report and Attachment A to Item 7.1 on the Agenda for the meeting of the Infrastructure & Public Works Committee held on 21 May 2024.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	**Strategic Alignment – Our Corporation** Strategy, Value and Efficiency - Strategic and Capital Projects are delivered on time and on budget (target 75%)
Policy	Not as a result of this report
Consultation	Consultation to various levels as required for the delivery of each project has or will be undertaken.
Resource	Projects delivered through a combination of Council resources, contract staff and external contractors and suppliers.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
23/24 Budget Allocation	This report tracks capital works performance against the 2023/24 Capital Works budget of $110.336m
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Life expectancy of assets varies by asset class.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (egg maintenance cost)	Ongoing costs for the maintenance of new and/or renewed assets will be factored into future Asset Management and Maintenance Plans, Business Plans and Budgets.
Other Funding Sources	Projects reported on are primarily funded from Council's Capital Budget, however various State and Federal grant funding opportunities have been leveraged against a number of projects.

DISCUSSION

1. The total revised Capital Expenditure Budget for 2023/24 approved by Council is $110.336m.

2. The Capital Works Program is itemised as follows.

   2.1. Major Projects are defined as complex projects identified through Council strategies and plans; the funding allocated within 2023/24 financial period total $42.068m.

   2.2. New and Upgrade Projects are defined as installation of new infrastructure and upgrades to existing infrastructure, identified through Council strategies and plans, the funding allocated within 2023/24 financial period total $14.115m.

   2.3. Renewal Projects are defined as renewals and maintenance works which are aligned to Asset Management Plans and current assets, the funding allocated within 2023/24 financial period total $54.153m.

3. The monthly Capital Works Update provides the status of these three capital programs as at the end of each calendar month.

Major Projects

4. Major Projects as of 30 April 2024 reflects $19.519m in spend and a further $8.395m in contracted works.

Remaining Budget $14.154M (33.6%)
Spent $19.519M (46.4%)
$42.068M
Contracted $8.395M (20.0%)
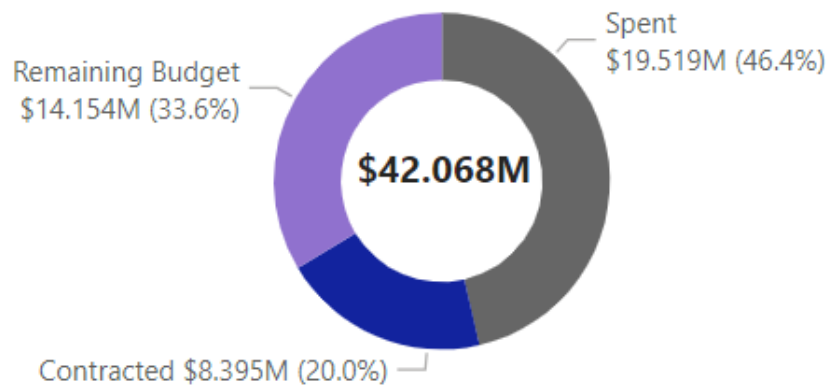
5. Examples of Major Projects within this category are:

   5.1. Hindley Street Revitalisation

   5.2. Hutt Street Entry Statement

   5.3. Hellas Sports Club lighting Mary Lee Park (Park 27B)

6. Major Project Summary:

   6.1. A significant 'major projects' milestone for April was the completion of the Rymill Park Lake and the reopening of the park to the public. Landscaping and plumbing works will continue at the site until June. This was an exceptional outcome considering the available timeframe and proximity of major events, achieved through a tightly coordinated construction program and precision planning. The project was also completed in time for the Adelaide Equestrian Festival.

   6.2. Hindley Street is progressing well with Detailed Design moving toward 70% completion. Comprehensive Stakeholder Engagement has commenced with drop-in sessions being hosted on the Street. Project management services have recently been awarded with the onboarding of the contractor expected in May.

   6.3. Construction has now commenced on the Hutt Street Entry Statement project. April works included set up of the site compound and the beginning of excavation works on Hutt Road. The contractor expects to complete all underground services and commence paving works in May. The project is on track for completion by November 2024.

   6.4. The sports lighting enabling works are completed at Hellas Sports Club / Mary Lee Park (Park 27B). These works include trenching/ excavation works, installation of conduits, light pole footings and pits. Construction works will recommence once the light poles arrive in June.

New and Upgrade

7. New and Upgrade Projects as of 30 April 2024 reflects $6.322m in spend and a further $2.641m in contracted works.

Remaining Budget
$5.152M (36.5%)

$14.115M

Spent
$6.322M (44.8%)

Contracted $2.641M (18.7%)
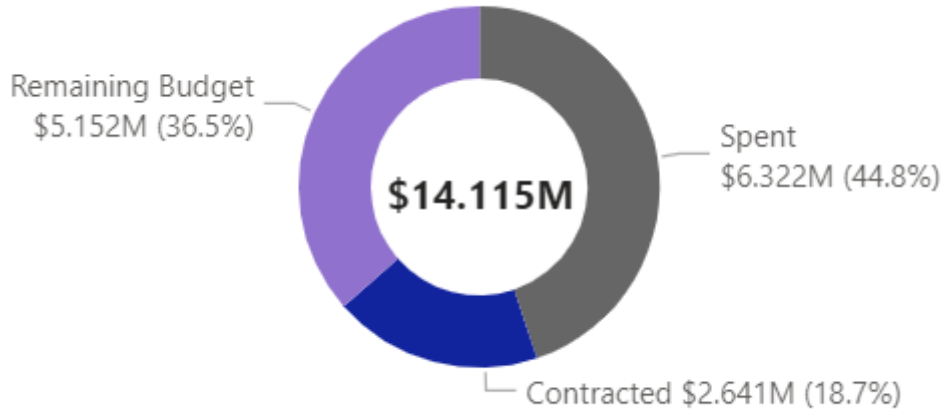
8. Examples of New and Upgrade Projects within this category are:

   8.1. Field Street Improvements

   8.2. North Terrace / Station Road footpath upgrade

   8.3. Greening City Streets Program

9. New and Upgrade Summary

   9.1. We have reached practical completion on 3 New and Upgrade projects over the month including:

      9.1.1. Adelaide Central Market – Bio Separator purchase

      9.1.2. Skate Park CCTV and Greening

      9.1.3. UPark Equipment Test Bed Network Switch

   9.2. The Field Street streetscape upgrade project commenced in April with service relocations undertaken for APA (Gas), SA Water and SA Power Networks services. Stormwater pipeline installation is proceeding on the eastern side of Field Street, between Gouger Street and Wright Court. This section of Field Street will remain closed until the completion of this work. The project remains on track for completion by the end of June.

   9.3. North Terrace / Station Road footpath upgrade including some internal works within the festival plaza is progressing well. Flagstone paving works in this prominent location are well underway and expected to be completed before the end of May. Our electrical contractor will then deliver the traffic signals and line marking works. All works are to be completed before the end of financial year.

   9.4. The Greening City Streets Program continues to progress with the completion of works on Hamilton Place. Works included five new trees and one large Water Sensitive Urban Design garden bed.

Renewal Projects

10. Renewal Projects as of 30 April 2024 reflects $41.469m in spend and a further $11.611m in contracted works.
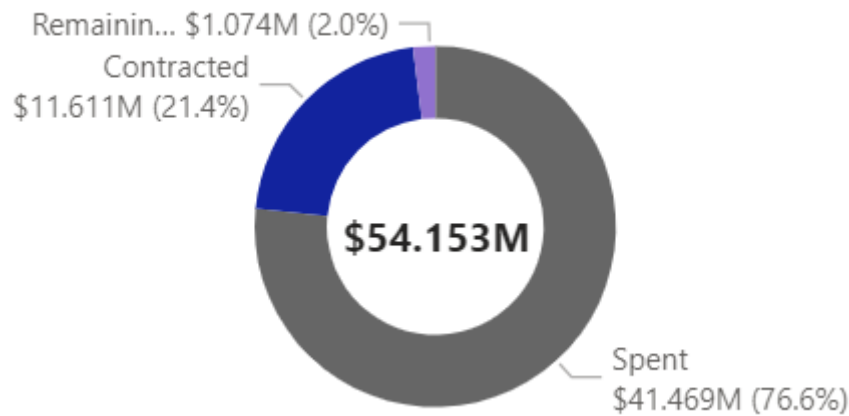
11. Examples of Renewal Projects within this category:

    11.1. Hindley Street Toilets

    11.2. Market to Riverbank – Pitt Street

    11.3. 2023/24 Public Lighting – LED replacements
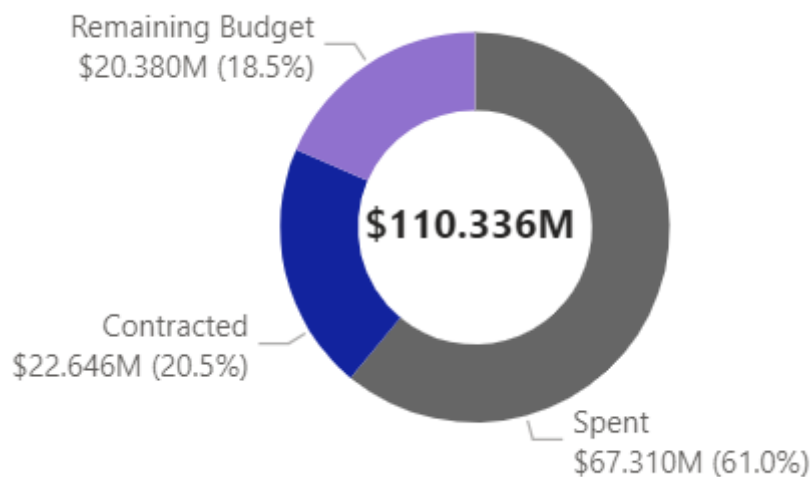
12. Renewal Project Summary:

    12.1. Practical completion was achieved on 6 Renewals projects over the month including:

        12.1.1. ICT Renewals – Server & Cloud Infrastructure

        12.1.2. Lighting renewals – bud lighting removals and reinstatement works

        12.1.3. Urban Elements – BBQ renewal program

        12.1.4. UPark Equipment Test Bed Network Switch

    12.2. Hindley Street Toilet renewal remains on track for delivery this financial year. The project team recently met with Hindley Street stakeholders to discuss the project. The group is very supportive of the outcomes and delivery timetable. Some finishing-off items have lead times which will be delivered after this date, which will not affect the function or safety of the toilet operation.

    12.3. The final stage of Market to Riverbank, Pitt Steet, is approaching completion. Ongoing stakeholder management continues. An artwork exhibit is also being considered in proximity to Her Majesty's Theatre as part of the scope. The project is on track for completion by the end of June.

    12.4. Public lighting is a program of works to ensure street lighting and electrical assets are being effectively maintained. Recent examples include lighting alterations on MacKinnon Parade, renewal of public lighting and electrical conduits along Unley Road in Blue Gum Park / Kurangga (Park 20), uplighting trees (various locations) and renewal of electrical underground conduits and switchboards on Jeffcott Street between Pennington Terrace and Archer Street. These projects are critical to ensure pedestrian and vehicle safety.

Capital Works Program

13.   There are 389 projects within the approved program in the 2023/24 financial year.

14.   Within the 2023/24 Capital Works Program there are currently 109 projects within the Initiate, Concept and Design phase.

15.   The total value of projects within the Initiate, Concept and Design Phase is $8.439m.

16.   There are 280 projects in the Delivery Phase with a total value of $101.898m. Of these projects, 140 have reached practical completion.

17.   The total expenditure against the Capital Works Program to the end of April 2024 is $67.310m spent with a further $22.646m contracted, totalling $89.956m in the first ten months.

Summary of commitments and expenditure by asset class for April – 2024.

| Capital Works	No. of Projects	Approved Budget	Commitments	Expenditure	Remaining Budget
⊟ **Asset Renewals**	293	$54.153M	$11.611M	$41.469M	$1.074M
Corporate Overhead		$5.500M	$0.000M	$4.792M	$0.708M
Major Projects	10	$6.110M	$1.895M	$4.072M	$0.144M
New/Upgrade Projects	25	$1.740M	$0.062M	$0.520M	$1.157M
Bridges	4	$0.360M	$0.100M	$0.123M	$0.137M
Buildings	40	$9.430M	$3.333M	$6.864M	($0.767M)
ICT Renewals	7	$1.793M	$0.092M	$1.415M	$0.285M
Light'g & Electrical	17	$1.491M	$0.733M	$1.385M	($0.627M)
Park Lands Assets	14	$3.100M	$0.099M	$3.025M	($0.024M)
Plant and Fleet	5	$3.501M	$1.235M	$2.290M	($0.023M)
Traffic Signal	8	$1.870M	$0.061M	$2.030M	($0.221M)
Transport	111	$13.796M	$2.286M	$11.547M	($0.038M)
Urban Elements	45	$3.795M	$0.821M	$1.940M	$1.033M
Water Infrastructure	7	$1.668M	$0.894M	$1.465M	($0.692M)
⊞ **Major Projects**	25	$42.068M	$8.395M	$19.519M	$14.154M
⊞ **New/Upgrade Projects**	108	$14.115M	$2.641M	$6.322M	$5.152M
Total	389	$110.336M	$22.646M	$67.310M	$20.380M

18. Examples of those works completed or in progress are reflected in **Attachment A - Capital Works.**

19. Works in Progress (WIP) is the capitalisation of projects within 10 weeks following Practical Completion. WIP currently sits at 81%. WIP KPI - 70%.

Works in Progress KPI

70.00%

81%

0%   100%
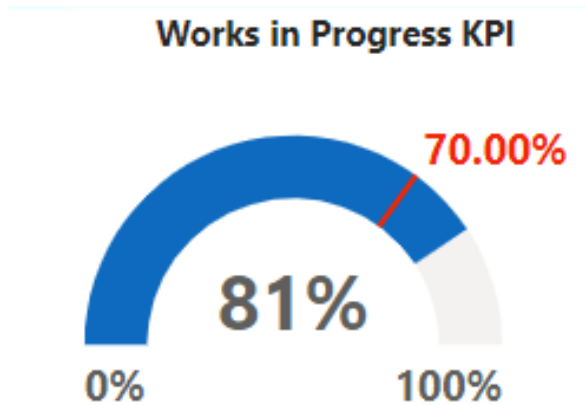
Capital Works Year on Year Spend Profile

20. The spend profile for April 2024 reflects a capital spend of $67.310m year to date, compared to $37.551m in April 2023. This represents a 79% increase on the same period last year.
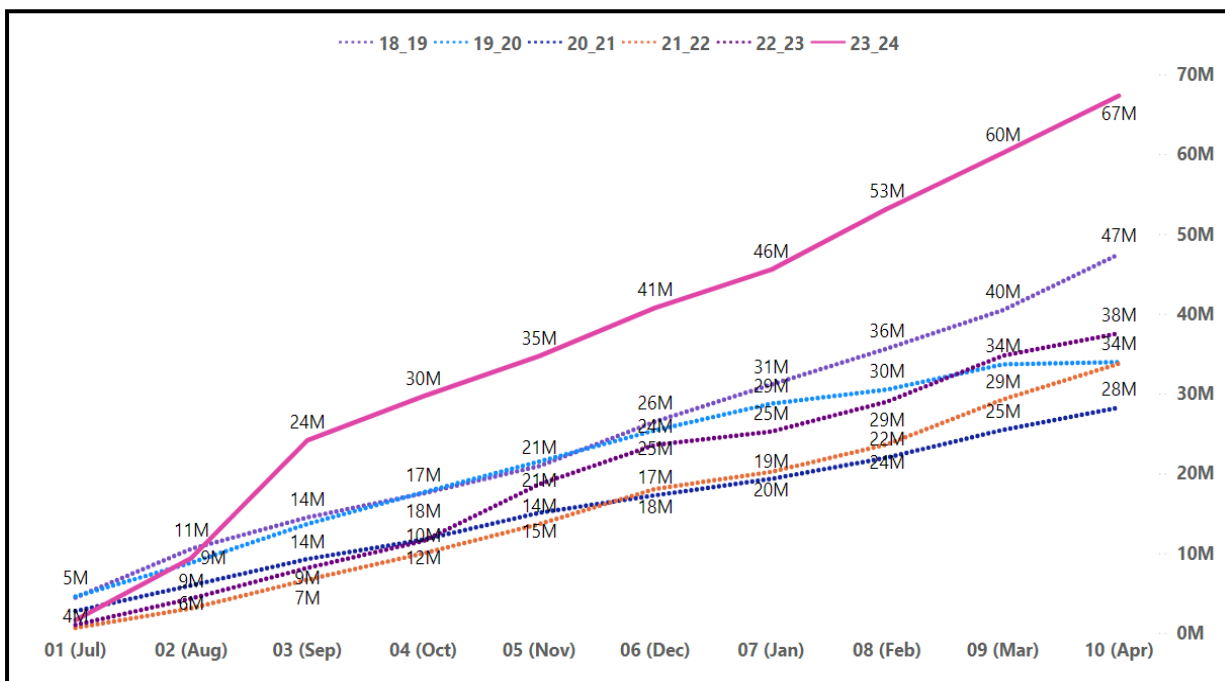
Future Procurement Activities

21. The following procurement activities are currently being undertaken or will commence shortly:

    21.1. Adelaide Town Hall

        21.1.1. Service lift – tender in review.

        21.1.2. David Spence and Prince Alfred Rooms (TV and joinery units) – tender in review.

    21.2. Quarter 1 2024/25

        21.2.1. Vincent Street and Vincent Place Streetscape Upgrade

        21.2.2. Hutt Road and South Terrace Stormwater Flow Improvement

Future Community Consultation and Engagement Activities

22. The following are some of the community consultation activities and engagements that are ongoing or planned:

    22.1. Hindley Street - Drop-in sessions (commenced)

    22.2. North-South Bikeways - Community updates (continuing)

    22.3. Botanic Creek – Community information session (design options)

23. The information provided reflects the first ten months of the 2023/24 financial year. For further details on the 2023/34 Capital Program, the Council Member Corporate Dashboard has a dedicated Capital Works section.

24. Should Council Members wish to understand the progress of a specific project/s outside of those highlighted, the Director, City Services and Associate Director, Infrastructure can be contacted to discuss.

ATTACHMENTS

Attachment A – Capital Works Projects in Focus – April 2024

- END OF REPORT -

Capital Works

April Update

Infrastructure & Public Works Committee

This report provides an overview of Capital Projects either complete or progressing for the month of April 2024.

CITY OF ADELAIDE

Rymill Park Lake

$5.6m lake

Major Project

The Rymill Park Lake project was officially opened to the public in mid-April, aligning on program for its scheduled use during the Adelaide Equestrian Festival.

The construction of the lake itself is complete, and the park is now accessible to the public.

However, there are outstanding landscaping and plumbing works, which are expected to be finalised by the end of June.

The contractor will occupy a small footprint until completion of the remaining tasks.

Pitt Street

$2.65m

Major Project
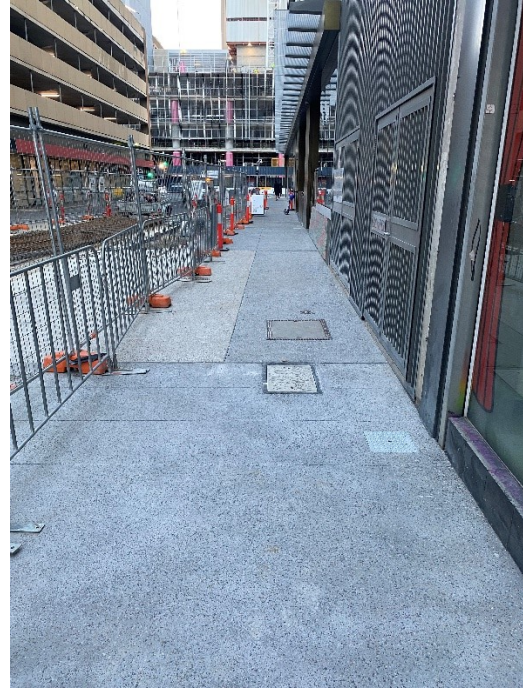
The majority of concrete works are now complete on the Western footpath.

Awaiting delayed light pole delivery to complete project.

Asphalting works to be undertaken in May.

Ongoing stakeholder engagement with impacted stakeholders, along with weekly bulletin updates from the contractor.

Works are on track to be completed in mid-2024.

Hutt Street Entry Statement and Auxiliary Works

$3m (plus auxiliary works)

New/Upgrade

Construction commenced on site in April.

Early works have included the site compound set-up and excavation works.

Installation of underground services and the commencement of paving will occur in May.

Works are expected to be completed by November 2024.

Field Street streetscape upgrade

$2.4m

New/Upgrade

Works commenced on site in April with service relocations undertaken for APA (Gas), SA Water and SA Power Networks services.

The new stormwater system is being installed and will continue through May.

Ongoing stakeholder engagement with businesses is being carried out.

Greening City Streets Program

$1.2m

New/Upgrade

Hamilton Place Greening

Greening installations on Tapley Street, Brougham Place, Cairns Street and Gray Street have been completed.

The greening of Hamilton Place was most recently completed.

We anticipate works on Ada Street, Charlotte Place and Walter Street will be completed in mid-May while works on Wyatt Street will commence in late May with completion in June.

Station Road/North Terrace Footpath Upgrade

$400,000

New/Upgrade

Construction commenced in mid-March to upgrade the footpath and driveway into Station Road along North Terrace.

Paving works have been completed along with the road renewal.

Traffic signal changes are staged and underway to be completed in mid-May.

4 – Capital Works – April 2024 Update

Adelaide Town Hall Façade

$4.96m

Renewal
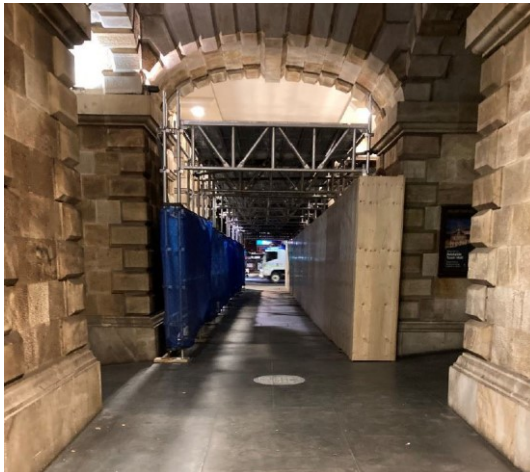
King William Street Heritage Conservation works continue with some scaffolding installation completed on the North and South sides.

Scaffold erection of the Portico and Albert Tower is in progress with works to be completed in late May (weather permitting).

Practical completion is expected in December 2024.

5 – Capital Works – April 2024 Update

Victoria Park / Pakapakanthi (Park 16) Stormwater

$570,000

Renewal

This project involved the renewal of the existing open channel in Park 16 to maintain the channel and ensure it remains fit for purpose.

Civil stormwater works have now completed. We are now completing the biodiversity elements of the project. These works will be completed by July.

3 large Redwood logs that had fallen during high winds in late 2023 were cut into approximately 2m lengths and placed throughout the Biofiltration Swale, a newly naturalised stormwater system that was partly funded by Green Adelaide ($98,000).

One of the logs has been crafted to recognise the endangered Grassland Copper Butterfly found in Park 16. The logs will breakdown over time and become a future habitat.

Adoption of the Buildings Asset Management Plan

Tuesday, 21 May 2024
Infrastructure and Public Works Committee

Strategic Alignment - Our Places

Program Contact:
Mark Goudge, Associate Director Infrastructure

Public

Approving Officer:
Tom McCready, Director City Services

EXECUTIVE SUMMARY

The purpose of this report is to present the community feedback and consultation outcomes of the draft Buildings Asset Management Plan (AM Plan), in conjunction with feedback received from the Audit and Risk Committee (ARC) and seek Council adoption of a finalised Buildings AM Plan as required under the *Local Government Act 1999 (SA)*. Each of our six AM Plans will require Council adoption prior to 30 June 2024 to enable review by the Essential Services Commission of South Australia (ESCOSA) in 2024/25.

At its 27 February 2024 meeting, Council was presented the draft Buildings AM Plan and endorsed it to be released to community consultation for a six-week period between 4 March 2024 and 12 April 2024. Community consultation included a Your Say Adelaide engagement page in conjunction with two drop-in sessions that were held at the Hutt Street Library (27 March 2024) and the North Adelaide Library on Tynte Street (3 April 2024). The community was notified of the consultation through the Government Gazette and Public Notice in the Advertiser, as well as physical and electronic promotion including signage at community centres and social media campaigns.

Through the Your Say Adelaide engagement process, we received 1,156 visits to the landing page (for all six AM Plans), with 70 visitors who viewed the Buildings AM Plan feedback form. Two survey responses were received for the Buildings AM Plan, where one was supportive of the draft Building AM Plan and the other response was not relevant to the AM Plan. While community engagement response numbers were low, the feedback received did not result in any adjustments for the finalisation of the Buildings AM Plan. All consultation responses have been collated and summarised in **Attachment A**.

The draft Buildings AM Plan was also presented to the Audit and Risk Committee on 12 April 2024 for review and comment. Recommendations were made to provide additional granularity for the condition distribution of each building category as well as financially quantify the identified asset renewal backlog raised within the Plan. The finalised AM Plan now contains this information in Section 2 of the concise Buildings AM Plan Summary (**Attachment B**) and Section 1.2 of the Comprehensive Buildings AM Plan (**Attachment C**).

RECOMMENDATION

The following recommendation will be presented to Council on 28 May 2024 for consideration

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Receives the community feedback for the draft Buildings Asset Management Plan included in the Engagement Summary & Submissions Report provided in Attachment A to Item 7.2 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024.

2. Notes that the draft Buildings Asset Management Plan was presented to the Audit and Risk Committee on 12 April 2024 for review and comment, where recommendations were made to provide additional granularity for the condition distribution of each building category as well as financially quantify the asset renewal backlog identified within the Plan.

3. Notes that there were no changes made to the draft Buildings Asset Management Plan in response to the feedback received through community consultation and the advice received from the Audit and Risk Committee, other than minor editorial and formatting changes in response to Audit and Risk Committee feedback.

4. Adopts the Buildings Asset Management Plan provided in Attachment B and C to Item 7.2 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024

5. Notes that the adopted Buildings Asset Management Plan will be included into the 24/25 Business Plan and Budget and Long Term Financial Plan.

6. Notes that the Buildings Asset Management Plan will be reviewed on an annual basis, where any material changes to financial forecasts will be considered through the Annual Business Plan and Budget process and incorporated as updates to the Long Term Financial Plan.

7. Authorises the Acting Chief Executive Officer or delegate to make minor and technical amendments as required (including updates to adopted budgets in the Long Term Financial Plan), to the Buildings Asset Management Plan documents contained in Attachments B and C to Item 7.2 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Places Manage our assets to meet the needs of the community.
Policy	Asset Management Policy Strategic AM Plan Public Communication and Consultation Policy
Consultation	Consultation on the draft Buildings AM Plan was open from Monday 4 March 2024 to Friday 12 April 2024. The results of the consultation feedback and analysis are provided within, and as an attachment to this report for Council's consideration prior to adopting the Buildings AM Plan.
Resource	Not as a result of this report
Risk / Legal / Legislative	The review and update of AM Plans, including levels of service, is required every four years or within two years of a general Council election pursuant to section 122 of the *Local Government Act 1999 (SA)*.
Opportunities	The Buildings AM Plan defines asset levels of service to ensure assets are meeting the community's current and future requirements.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	2024/25 budgets will be set by Council through the Annual Business Plan and Budget Process (noting Asset Renewal Funding Ratio targets of between 90-110%). Asset renewal is generally funded through operational revenue, which includes rates, commercial revenue and grant allocations.
Life of Project, Service, Initiative or (Expectancy of) Asset	There are implications for the future lifecycle management of our Buildings portfolio, including operation, maintenance and renewal of assets. These are presented in detail within the Buildings AM Plan.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	As documented within AM Plan (no change).
Other Funding Sources	External funding opportunities will continually be pursued to offset costs, bring forward works, or provide for additional enhancements.

DISCUSSION

1. The purpose of this report is to present the community feedback and consultation outcomes of the draft Buildings AM Plan, in conjunction with feedback received from the ARC and seek Council adoption of a finalised Buildings AM Plan as required under the *Local Government Act (SA) 1999* (the Act). Each of our six AM Plans will require Council adoption prior to 30 June 2024 to enable review by the ESCOSA.

Background

2. In June 2022, City of Adelaide undertook an engagement process with City residents and visitors to better understand and measure levels of satisfaction of users who utilise the services provided by our building portfolio. The engagement received feedback from 302 total respondents, which is considered a sound basis for informing the development of the Buildings AM Plan.

3. At its 26 September 2023 meeting Council received a report noting the results of the community consultation undertaken to benchmark current user satisfaction and approved the development of a draft Buildings AM Plan based on the planning principles and recommended management strategies (levels of service) presented within the report and its Attachments [Link 1].

4. At its 27 February 2024 meeting, Council received the draft Buildings AM Plan and endorsed it to be released to community consultation for a six-week period between 4 March 2024 and 12 April 2024 [Link 2].

5. At its 12 April 2024 meeting, the Audit and Risk Committee was presented the draft Building AM Plan for review and comment. Recommendations were made to provide additional granularity for the condition distribution of each building category as well as financially quantify the identified asset renewal backlog raised within the Plan [Link 3].

Consultation Process

6. Community consultation ran for a six-week period between 4 March 2024 and 12 April 2024.

7. This six-week period exceeded the minimum requirements (21 days) of Section 50 of the Act and aligned with the six-week consultation period recommended under Council's Community Consultation Policy.

8. Community consultation included a Your Say Adelaide engagement page in conjunction with two drop-in sessions that were held at the Hutt Street Library (27 March 2024) and the North Adelaide Library on Tynte Street (3 April 2024).

9. To ensure the community was informed and aware of their opportunities to provide feedback into this process, consultation included:

    9.1. Public notice in the South Australian Government Gazette on 29 February 2024.

    9.2. Public notice in The Advertiser newspaper on 4 March 2024.

    9.3. Physical promotion at libraries and community centres.

    9.4. Electronic promotion through social media platforms.

    9.5. Notification to registered Your Say Adelaide stakeholders (over 10,000 registered users) via the Your Say Adelaide email newsletter on 20 March 2024.

    9.6. Notifications to registered CoA newsletter subscribers.

10. Through the Your Say Adelaide engagement, we received 1,156 visits to the landing page (for all six AM Plans), with 70 visitors who viewed the Buildings AM Plan feedback form.

11. Two survey responses were received for the Buildings AM Plan, where one was supportive of the draft Building AM Plan and the other response was not relevant to the AM Plan. All consultation responses have been collated and summarised in **Attachment A**.

12. Survey participation was regularly monitored over the six-week engagement period, with additional electronic promotion deployed in attempt to encourage further participation.

13. While community engagement response numbers were low, the feedback received did not require any material adjustments to the Buildings AM Plan.

Audit and Risk Committee Advice

14. The draft Buildings AM Plan was presented to the ARC on 12 April 2024 for review and comment. Recommendations were made to provide additional granularity for the condition distribution of each building category as well as financially quantify the identified asset renewal backlog raised within the Plan [Link 3].

Finalised Buildings AM Plan

15. The feedback from community consultation and the ARC did not prompt any substantial changes to the draft Buildings AM Plan, other than minor editorial and formatting changes.

16. The finalised Buildings AM Plan is presented in **Attachment B** (Summary Buildings AM Plan) and **Attachment C** (Comprehensive Buildings AM Plan).

Next Steps

17. The 2024/25 Business Plan and Budget will be prepared in line with the requirements of the updated Buildings AM Plan, with the LTFP being updated through this process.

18. The remaining AM Plans (Park Lands and Open Space, Water Infrastructure, Public Lighting and Electrical Infrastructure) will be presented to Council for adoption by 30 June 2024.

19. Following adoption of all six AM Plans, in 2024/25 ESCOSA will assess City of Adelaide's long-term financial sustainability.

20. Following adoption of the 2024/25 Business Plan and Budget and updates to the LTFP, minor amendments will be made to the Buildings AM Plan, under the authorisation of the Acting Chief Executive Officer, to reflect changes to adopted budget allocations for the Buildings AM Plan (i.e. showing to what extent the AM Plan has been funded by Council).

DATA AND SUPPORTING INFORMATION

Link 1 - Council Meeting Minutes 26 September 2024

Link 2 - Council Meeting Minutes 27 February 2024

Link 3 - Audit and Risk Committee Meeting Agenda 12 April 2024

ATTACHMENTS

Attachment A - Buildings AM Plan Engagement Summary & Submissions Report

Attachment B - Buildings AM Plan (Summary)

Attachment C - Buildings AM Plan (Comprehensive)

- END OF REPORT -

Engagement Summary and Submissions
Draft Buildings Asset Management Plan

Your Say Adelaide

ENGAGEMENT SUMMARY

Formal consultation on City of Adelaide's draft Buildings Asset Management Plan occurred between 4 March 2024 and 12 April 2024.

Community consultation included a Your Say Adelaide engagement page in conjunction with two drop-in sessions that were held at the Hutt Street Library (27 March, 12 noon - 2 pm) and the North Adelaide Library on Tynte Street (3 April, 10am - 12 noon).

Notification of the public consultation was announced through the Government Gazette and a Public Notice in the Advertiser, as well as advertised through physical and electronic promotion through City of Adelaide platforms including signage at community centres and social media campaigns.

Your Say Survey

The Your Say Adelaide community engagement platform provided an overview of what Asset Management is as well as the purpose of the Asset Management Plan. Additionally, it highlighted the journey that has been undertaken to date in the development of the draft Asset Management Plans, which included:

- Preliminary engagement with our community to better understand and measure levels of satisfaction for the services provided by our assets.

- Identifying where current levels of service are not meeting the community's expectation, to then enable recommendations to be made to Council regarding how our assets are managed into the future through the development of the draft Asset Management Plans.

We have used the insights from the community to develop the draft Buildings Asset Management Plan and through the final consultation, asked the question, did we get it right?

Through the Your Say Adelaide engagement page, we received:

- 1,156 visitors to the Your Say Adelaide landing page (for all six AM Plans)
- 70 visitors who viewed the feedback form
- 2 survey responses

Respondents were prompted to provide demographic information, which is summarised below:

Ratepayers:

0 survey respondents identified as ratepayers within the City of Adelaide (0%)

2 survey respondents identified as a non-ratepayer (100%)

Non Ratepayer, 100%

Engagement Summary and Submissions Draft Buildings Asset Management Plan

Residents:

0 survey respondents identified as residents within Adelaide

0 survey respondents identified as residents within North Adelaide

2 survey respondents identified as City visitors

Other, 100%

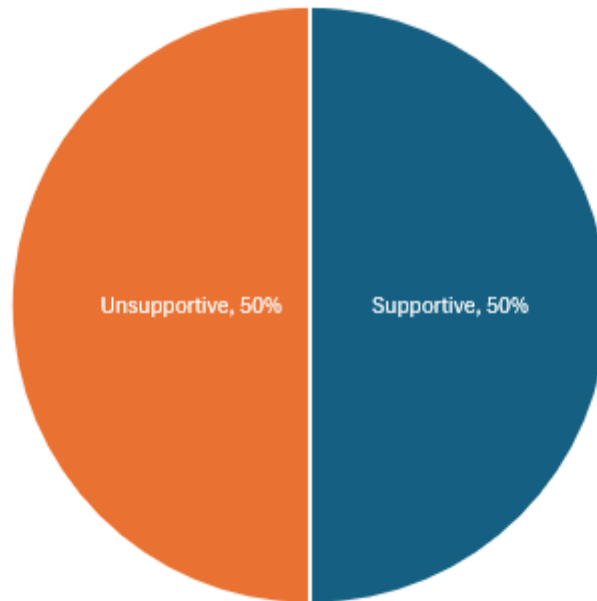**How you participate' in City life**:

Live, 10%	Work, 10%	Shop, 40%	Play, 40%

Feedback Summary of Survey Responses:

Q1. Do you support the adoption of the Buildings Asset Management Plan?

- 1 of 2 written submissions via YourSay Adelaide were in support of the Plan (50%)

- 1 of 2 written submissions via YourSay Adelaide were not in support of the Plan (50%)

From the response that was not supportive of the Plan, the respondent acknowledged they had not read the plan and the general themes of their feedback related to conservation of older buildings, as well as looking at ways for appropriately repurpose City buildings to accommodate new businesses and residential dwellings.

This feedback seemed to be directed at City buildings in general (i.e. private developments) and was not specifically focused on City of Adelaide's property portfolio. While this feedback is considered constructive, it falls outside the intended purpose of the Buildings Asset Management Plan, which is to forecast the operations, maintenance, and renewal requirements of our existing assets.

It is worth noting that City of Adelaide, currently manage and operate a number of heritage buildings under specialised conservation management plans. These plans are developed by state heritage specialists and underpin all maintenance and renewal tasks for these buildings within this AM Plan.

Drop-In Sessions

From the two drop-in sessions that were held at the Hutt Street Library and the North Adelaide Library on Tynte Street, there were no verbal conversations with the community relating to the Buildings AM Plan.

YOUR SAY ADELAIDE ENGAGEMENT SUBMISSIONS

Respondent	Do you support the adoption of the AM Plan?	Comments	Response
Respondent 1 (02/04/24)	Yes	No comments provided	-
Respondent 2 (02/04/24)	No	I hope this is the correct answer as I have not seen the Plan, but I would like to add that Adelaide is an iconic city, and as such the older buildings where possible , depending on their condition, should be preserved, and an appealing promotion sent to prospective tenants to take up either residence or bring their business, again within the appropriate status, and maybe even consider a rent reduction for the first 3 months. We need more businesses and population coming into the city, and even special deals on parking. I understand expenses must be met, and nothing is coming down in price but at times you need to be the honey and not the vinegar to attract "flies". I have grown up going to the city, and love the city vibe and atmosphere, and may it long reign as a very liveable and beautiful city for us all.	The Buildings AM Plan ensure City of Adelaide heritage assets are appropriately managed in accordance with location specific Conservation Management Plans.

Buildings
Asset Management Plan
Summary

CITY OF ADELAIDE

Contents

EXECUTIVE SUMMARY

1   The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than $2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which include Buildings, Transportation, Park Lands & Open Space, Water Infrastructure, Lighting & Electrical and Urban Elements.

The fundamental purpose of this Buildings Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our building portfolio, to cater for the community's required levels of service both now and into the future.
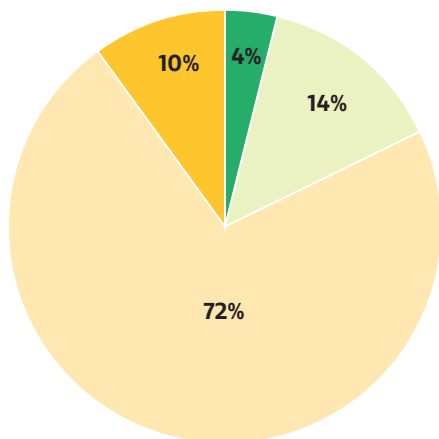
The plan defines the current state of our $510 million building asset portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets.
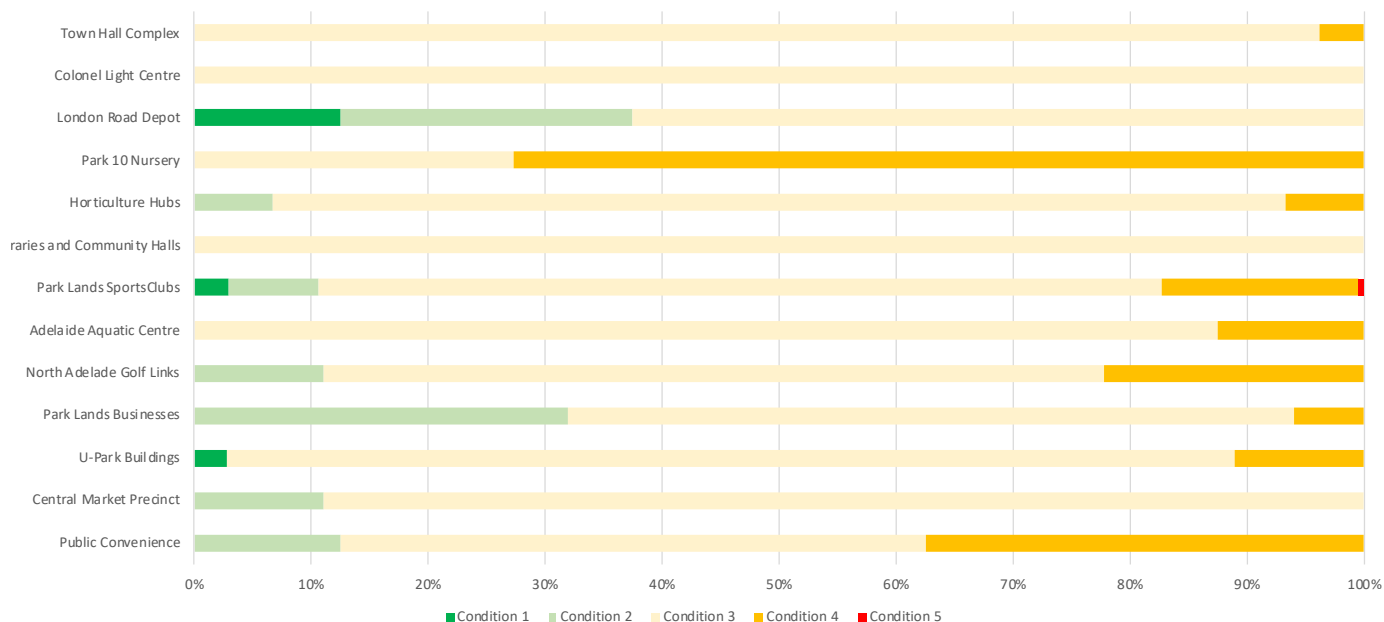
2   Our Building Assets

The City of Adelaide building portfolio is made up of 184 individual assets and is valued at approximately $510 million. These assets are vital to the health and wellbeing of our community and provide services for recreational activities through facilities including libraries, community centres, sporting clubs and public toilets. Our building portfolio also includes assets which provide accommodation for the civic, administrative and operational functions as well as a number of commercial (income generating) assets.

Commercial Buildings
Quantity – 24
Total Value – $270.1 m

Leased Buildings
Quantity – 13
Total Value – N/A

Community Buildings
Quantity – 68
Total Value – $82.7 m

Facilities
Quantity – 41
Total Value – $9.4 m

Corporate Buildings
Quantity – 38
Total Value – $147.3 m

To monitor the performance of our building assets, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our building portfolio is rated in a good to fair condition, with an overall condition index rating of 2.9. 90% of our building assets are rated in a very good to fair condition and 10% of asset are rated in poor condition, which forms the general basis of our future renewal program priorities.

Condition Grading	Description of Condition
1	**Very Good:** free of defects, only planned and/or routine maintenance required
2	**Good:** minor defects, increasing maintenance required plus planned maintenance
3	**Fair:** defects requiring regular and/or significant maintenance to reinstate service
4	**Poor:** significant defects, higher order cost intervention likely
5	**Very Poor:** physically unsound and/or beyond rehabilitation, immediate action required

3   Community Engagement & Customer Satisfaction

In June 2022, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our building assets.
A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Town Hall Complex	97%					●
Colonel Light Centre	91%					●
London Road Depot	91%					●
Park 10 Nursery	67%			●		
Horticulture Hubs	69%			●		
Libraries & Community Halls	96%					●
Park Lands Sports Clubs	96%					●
Adelaide Aquatic Centre	95%					●
North Adelaide Golf Links	95%					●
Park Lands Businesses	97%					●
U-Park Buildings	90%					●
Central Market Precinct	97%					●
Public Conveniences	65%			●		

The overall feedback from building users confirmed appropriate levels of customer satisfaction for all buildings asset categories, with the exception of Public Conveniences, Park 10 Nursery and Horticulture Hubs. Additional consultation undertaken with key internal staff responsible for managing Park Lands Sports Club buildings and the North Adelaide Golf Course Building', identified consistent anecdotal feedback they receive from customers on a day-to-day basis. This feedback included that a number of Park Lands sporting clubs did not provide fit-for-purpose facilities to meet the current needs of sporting clubs and that the North Adelaide Golf Course Building' required general improvements to building accessibility and improvements to change rooms and toilets.

It is anticipated that the completion of the Park Lands Community Buildings Policy and the Public Toilet Strategy (both currently under development) and the subsequent initiation, funding and delivery of key upgrade/new projects will over time incrementally bridge the gap between customer expectations and service provisions. Additionally, concept design works are currently underway that aim to explore opportunities to improve the functionality of the North Adelaide Golf Links.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in October 2023. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Buildings Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

4   Current and Future Demands

It is anticipated that the City of Adelaide will be subject to considerable change over the next ten years. This will result in our building assets being subject to new demands that have the potential to impact future service delivery and the requirements of our assets.

Key demand drivers and future challenges will include:

- City growth
- Changing demographic & user groups
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys.
- Finalising the Public Toilet Strategy and identifying priority locations for new facilities.
- Finalising the Park Lands Community Buildings Policy and identifying key Park Lands sporting club upgrade priorities.
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents.
- Ensuring projects prioritise accessibility for people of all ages and abilities.
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery.
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials and electrification.
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices.
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices.

5   Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

Strategic Plan *Community*	Long term with a four year delivery focus. *Planning for the vision and aspirations of the Adelaide Capital City.*
Long-Term Financial Plan *Financial*	Ten year Plan, revised annually to ensure a ten year view is maintained. *Planning for the long-term financial sustainability of the City of Adelaide.*
Asset Management Plans *Infrastructure*	Suite of ten year Plans. *Planning for the sustainable renewal and maintenance of Council assets.*
City Plan *Development / Built Form*	Ten year Spatial Plan. *Planning for the future land uses and built form of the Adelaide Capital City.*

Through the City of Adelaide Strategic Plan 2024 – 2028, Council's vision is:

Our Adelaide. Bold. Aspirational. Innovative.

Achieving our vision for the future will be guided by our long term aspirations:

Our Community: Vibrant, connected and inclusive

Our Environment: Resilient, protected and sustainable

Our Economy: Growing, innovative and responsive

Our Places: Interesting, purposeful and safe

Our Corporation: High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:
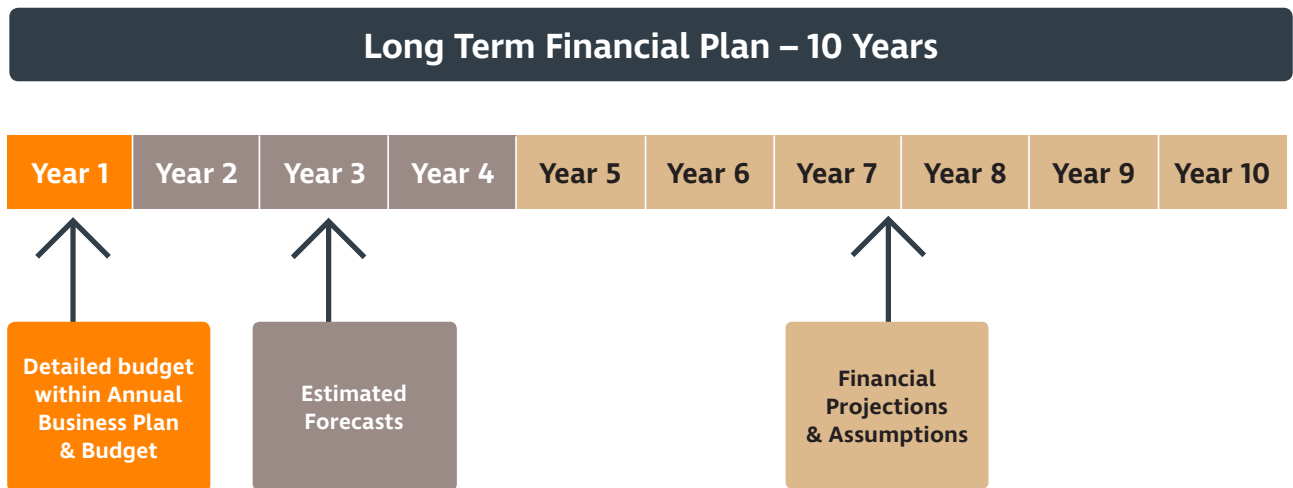
- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

Long Term Financial Plan – 10 Years

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10

Detailed budget within Annual Business Plan & Budget

Estimated Forecasts

Financial Projections & Assumptions

6   Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

Acquisition
Providing a higher level of service (e.g. improving fuctionality of a sports club) or a new service that did not exist previously (e.g. new public toilets)

Operation
Ongoing activities to provide services (e.g. cleansing and utility costs)

Disposal
Removing an asset that may be considered as underperforming, underutilised or obsolete

Strategic Planning
Community Engagement
Asset Performance Monitoring
Asset Management Planning
Sustainable Financial Planning

Renewal
Works undertaken to return an asset to an "as new" condition (e.g. air conditioning replacement)

Maintenance
Works undertaken to retain an asset as near as practicable to an appropriate service condition (e.g. minor structural repair)

This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. It is important to note that our heritage assets do have a different lifecycle management approach, where more frequent rehabilitation and conservation works are undertaken on a cyclic basis to ensure assets are maintained in accordance with conservation management plans. This renewal strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs. Renewal requirements have been identified through a combination of condition audits, engineering recommendations and proactive maintenance inspections.

Proactive maintenance inspections are undertaken on all building assets, including critical components, and inform legislative maintenance, preventative maintenance and general maintenance programs. Currently, not all general maintenance activities can be accommodated within existing budget allocations, resulting in works being prioritised with respect to budget provisions within the Long-Term Financial Plan and Annual Business Plan and Budget. Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for building assets, to formalise intervention levels and response times for general maintenance and establish an acceptable balance between cost, risk, and customer expectations. The associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports, to then be considered within the Long-Term Financial Plan and Business Plan and Budget.
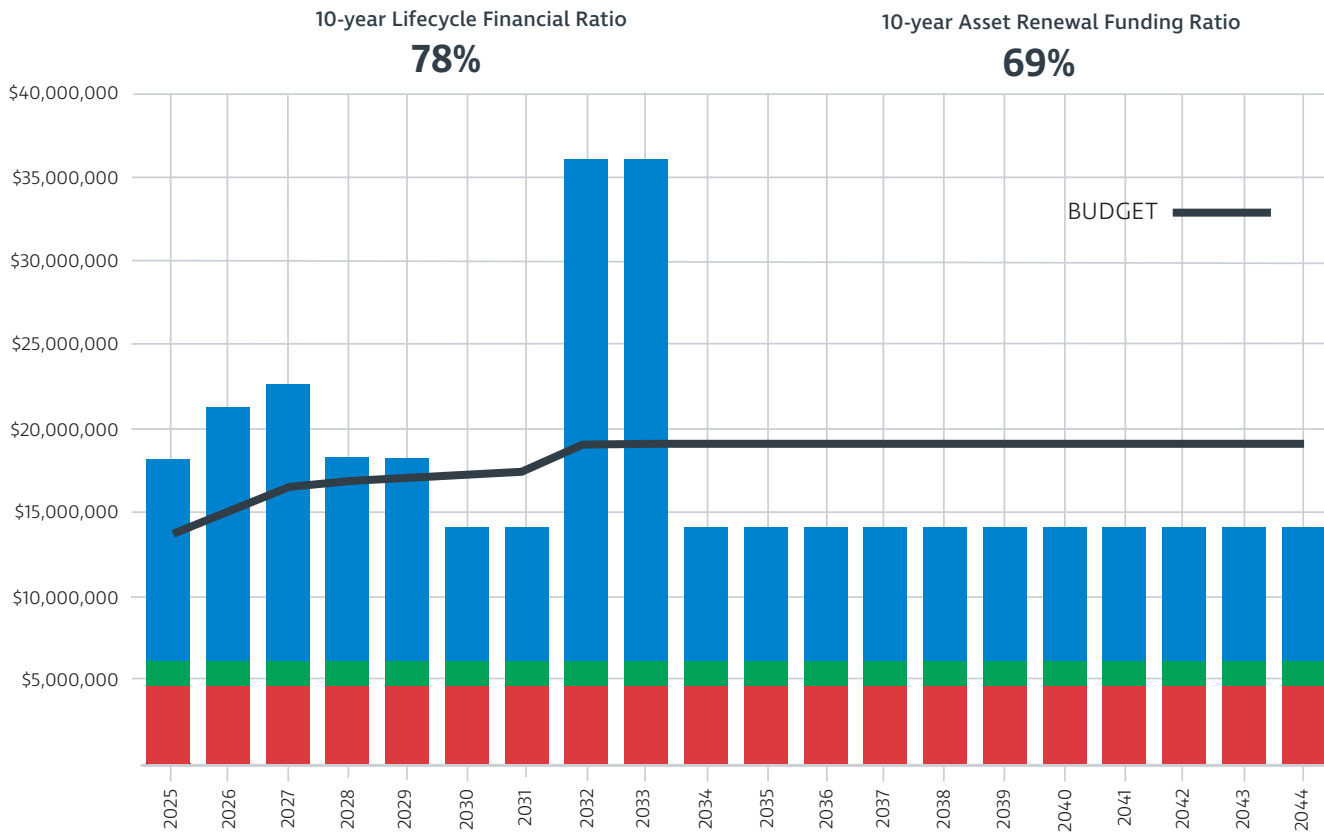
7 Financial Summary

This Asset Management Plan defines the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets. The lifecycle costs necessary to operate, maintain and renew our assets as outlined within this Asset Management Plan is approximately $21.36 million on average each year across the 10-year planning period. The associated 10-year annual average financial forecasts for renewal, maintenance and operation are presented below for each asset class.

Lifecycle Category	10-Year Annual Average Forecast
Renewal	$15.24 M
Maintenance	$1.46 M
Operation Cost	$4.65 M
Lifecycle Cost	$21.36 M

Currently, the lifecycle budget allocation within the Long-Term Financial Plan is only $16.84 million on average each year. This leaves a funding shortfall of $4.76 million on average each year and means we currently only have 79% of the costs (Lifecycle Financial Ratio) to deliver the required activities to sustain current levels of service.

10-year Lifecycle Financial Ratio
78%

10-year Asset Renewal Funding Ratio
69%

LIFECYCLE SUMMARY
Annual Average first 10 years

Lifecycle Forecast	$21,353,080
Planned Budget	$16,597,479
Shortfall	-$ 4,755,600

MAINTENANCE
Annual Average first 10 years

Maintenance Forecast	$1,462,640
Planned Budget	$1,462,640

OPERATION
Annual Average first 10 years

Operation Forecast	$4,649,539
Planned Budget	$4,649,539

RENEWAL
Annual Average first 10 years

Renewal Forecast	$15,240,900
Planned Budget	$10,485,300

BUILDINGS ASSET MANAGEMENT PLAN   12

Noting that this Asset Management Plan has not forecast any additional operational and maintenance requirements, the identified lifecycle funding shortfall is associated with the revised asset renewal forecasting. The building portfolio requires additional renewal funding over the first four years to address an asset renewal backlog (estimated at approx. $20.5m) and forecast renewal requirements. Significant investment is forecast across years 8 and 9, accounting for the Rundle Street U-Park reaching the end of its useful life. For preliminary planning purposes, renewal forecasts have assumed the full replacement of the Rundle Street U-Park, however a strategic review will be undertaken in the coming years with an accompanying Council Report, to determine whether Council retain the asset, redevelop the asset, or dispose/sell the asset.

The Asset Renewal Funding Ratio indicates that over the next 10 years our current budget within the Long-Term Financial Plan accounts for 69% of the forecast funding required for the optimal renewal of our building assets. Contributing factors for the gap between the forecast renewal costs and current budgets within the Long-Term Financial Plan include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Undertaking a comprehensive review of the current condition of our assets and re-forecasting asset renewal requirements within this Asset Management Plan to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (We have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Only what is funded within the Long-Term Financial Plan and approved through the Annual Business Plan and Budget can be delivered. Should the Long-Term Financial Plan be unable to accommodate the revised asset renewal forecasts recommended within this Asset Management Plan, there will be associated service and risk impacts.

Continuing to leverage off external funding opportunities will allow us to maintain and enhance the quality of the services we provide, while reducing financial pressures through the efficiencies in an increased revenue. We will continue to work in partnership with both State and Federal Governments to pursue these opportunities for both renewal and significant new and upgrade projects.

8 Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the building portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations).

These associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased financial risk associated with loss of commercial revenue, resulting in significant impacts to Council's financial sustainability
- Legal risks associated with not being able to manage assets in accordance with leasing agreements and legislative requirements
- Intergenerational inequity (burdening future generations).

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan.

9   Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

	Improvement Plan Actions
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	As part of the Strategic Property Review, determine whether the Rundle Street U-Park is retained, or alternatively redeveloped or disposed/sold. Revise asset renewal forecasts within the AM Plan, as soon as practical.
3	Finalise the Park Lands Community Building Policy and identify priority Sporting Club upgrade projects for inclusion into the Resource Plan. Review any significant impacts to existing asset renewal programs.
4	Finalise the Public Toilet Strategy and identify key priority projects for inclusions into the Resource Plan. Review any key impacts to existing asset renewal programs.
5	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.
6	Review and update operations and maintenance standards, to establish intervention levels and response times for general maintenance programs, finding an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.
7	Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives.
8	Continue to review our technical standards and their application with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
9	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
10	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
11	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
12	Review customer / building user service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
13	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement.
14	Review how assets are recognised within the Asset Management System and update the asset data schema and hierarchy to better reflect the complex nature of the assets. This will enable more granular data collection and enhanced outcomes for predictive scenario modelling .

CITY OF
ADELAIDE

Buildings
Asset Management Plan

CITY OF ADELAIDE

Contents

1.0 EXECUTIVE SUMMARY

1.1   The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than $2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which include Buildings, Transportation, Park Lands & Open Space, Water Infrastructure, Lighting & Electrical and Urban Elements.

The fundamental purpose of this Buildings Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our building portfolio, to cater for the community's required levels of service both now and into the future.
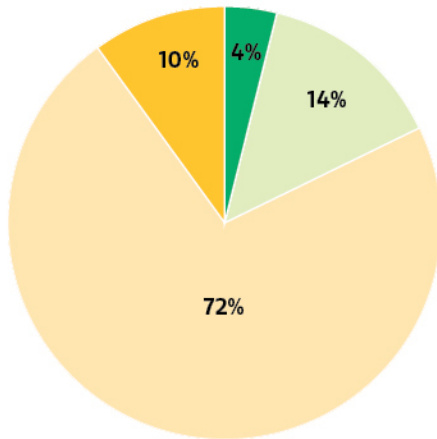
The plan defines the current state of our $510 million building asset portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets.
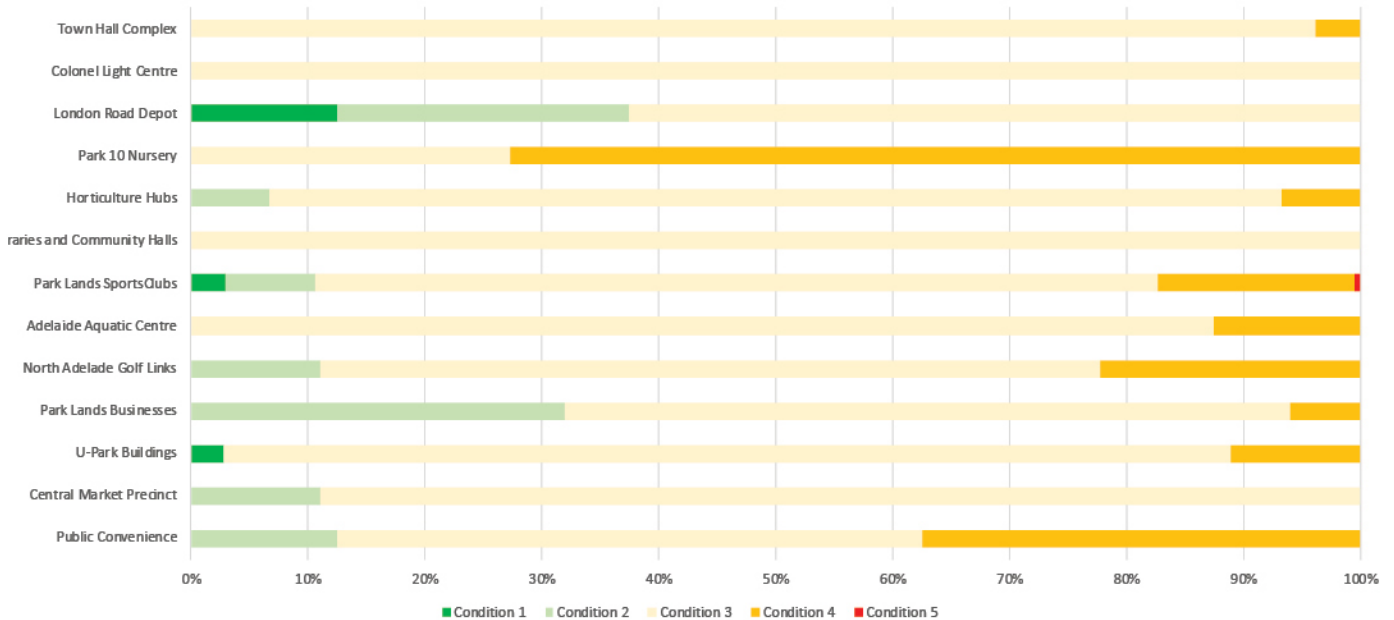
1.2   Our Building Assets

The City of Adelaide building portfolio is made up of 184 individual assets and is valued at approximately $510 million. These assets are vital to the health and wellbeing of our community and provide services for recreational activities through facilities including libraries, community centres, sporting clubs and public toilets. Our building portfolio also includes assets which provide accommodation for the civic, administrative and operational functions as well as a number of commercial (income generating) assets.

Commercial Buildings
Quantity – 24
Total Value – $270.1 m

Leased Buildings
Quantity – 13
Total Value – N/A

Community Buildings
Quantity – 68
Total Value – $82.7 m

Facilities
Quantity – 41
Total Value – $9.4 m

Corporate Buildings
Quantity – 38
Total Value – $147.3 m

To monitor the performance of our building assets, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our building portfolio is rated in a good to fair condition, with an overall condition index rating of 2.9. 90% of our building assets are rated in a very good to fair condition and 10% of asset are rated in poor condition, which forms the general basis of our future renewal program priorities.

Condition Grading	Description of Condition
1	**Very Good:** free of defects, only planned and/or routine maintenance required
2	**Good:** minor defects, increasing maintenance required plus planned maintenance
3	**Fair:** defects requiring regular and/or significant maintenance to reinstate service
4	**Poor:** significant defects, higher order cost intervention likely
5	**Very Poor:** physically unsound and/or beyond rehabilitation, immediate action required

1.3 Community Engagement & Customer Satisfaction

In June 2022, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our building assets.
A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Town Hall Complex	97%					●
Colonel Light Centre	91%					●
London Road Depot	91%					●
Park 10 Nursery	67%			●		
Horticulture Hubs	69%			●		
Libraries & Community Halls	96%					●
Park Lands Sports Clubs	96%					●
Adelaide Aquatic Centre	95%					●
North Adelaide Golf Links	95%					●
Park Lands Businesses	97%					●
U-Park Buildings	90%					●
Central Market Precinct	97%					●
Public Conveniences	65%			●		

The overall feedback from building users confirmed appropriate levels of customer satisfaction for all buildings asset categories, with the exception of Public Conveniences, Park 10 Nursery and Horticulture Hubs. Additional consultation undertaken with key internal staff responsible for managing Park Lands Sports Club buildings and the North Adelaide Golf Course Building', identified consistent anecdotal feedback they receive from customers on a day-to-day basis. This feedback included that a number of Park Lands sporting clubs did not provide fit-for-purpose facilities to meet the current needs of sporting clubs and that the North Adelaide Golf Course Building' required general improvements to building accessibility and improvements to change rooms and toilets.

It is anticipated that the completion of the Park Lands Community Buildings Policy and the Public Toilet Strategy (both currently under development) and the subsequent initiation, funding and delivery of key upgrade/new projects will over time incrementally bridge the gap between customer expectations and service provisions. Additionally, concept design works are currently underway that aim to explore opportunities to improve the functionality of the North Adelaide Golf Links.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in October 2023. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Buildings Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

1.4 Current and Future Demands

It is anticipated that the City of Adelaide will be subject to considerable change over the next ten years. This will result in our building assets being subject to new demands that have the potential to impact future service delivery and the requirements of our assets.

Key demand drivers and future challenges will include:

- City growth
- Changing demographic & user groups
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys.
- Finalising the Public Toilet Strategy and identifying priority locations for new facilities.
- Finalising the Park Lands Community Buildings Policy and identifying key Park Lands sporting club upgrade priorities.
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents.
- Ensuring projects prioritise accessibility for people of all ages and abilities.
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery.
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials and electrification.
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices.
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices.

1.5 Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

Strategic Plan *Community*	Long term with a four year delivery focus. *Planning for the vision and aspirations of the Adelaide Capital City.*
Long-Term Financial Plan *Financial*	Ten year Plan, revised annually to ensure a ten year view is maintained. *Planning for the long-term financial sustainability of the City of Adelaide.*
Asset Management Plans *Infrastructure*	Suite of ten year Plans. *Planning for the sustainable renewal and maintenance of Council assets.*
City Plan *Development / Built Form*	Ten year Spatial Plan. *Planning for the future land uses and built form of the Adelaide Capital City.*

Through the City of Adelaide Strategic Plan 2024 – 2028, Council's vision is:

Our Adelaide. Bold. Aspirational. Innovative.

Achieving our vision for the future will be guided by our long term aspirations:

Our Community: Vibrant, connected and inclusive

Our Environment: Resilient, protected and sustainable

Our Economy: Growing, innovative and responsive

Our Places: Interesting, purposeful and safe

Our Corporation: High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:
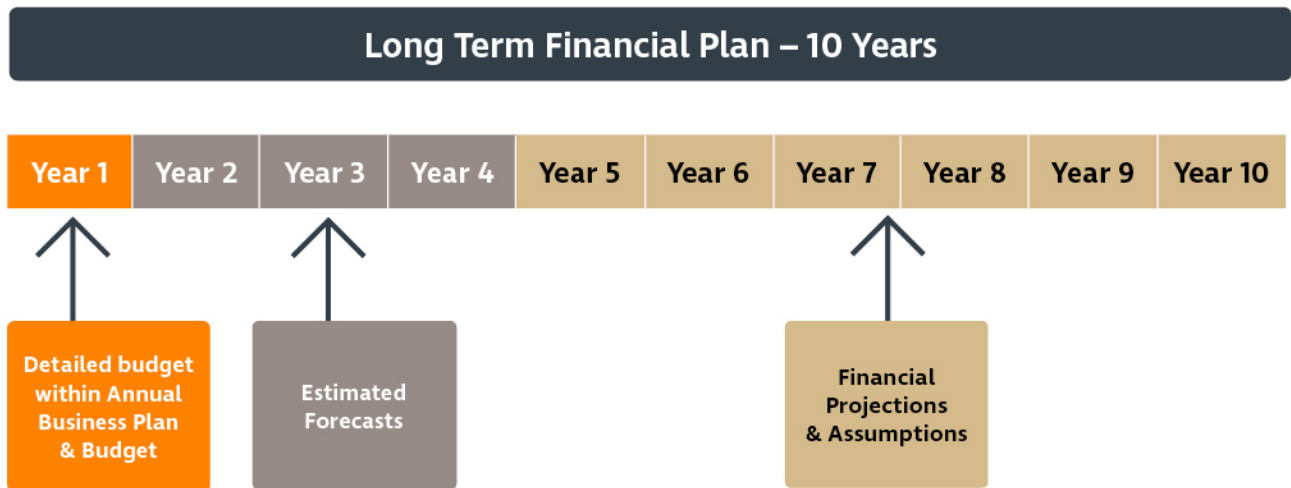
- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

Long Term Financial Plan – 10 Years

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10

Detailed budget within Annual Business Plan & Budget

Estimated Forecasts

Financial Projections & Assumptions

1.6 Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

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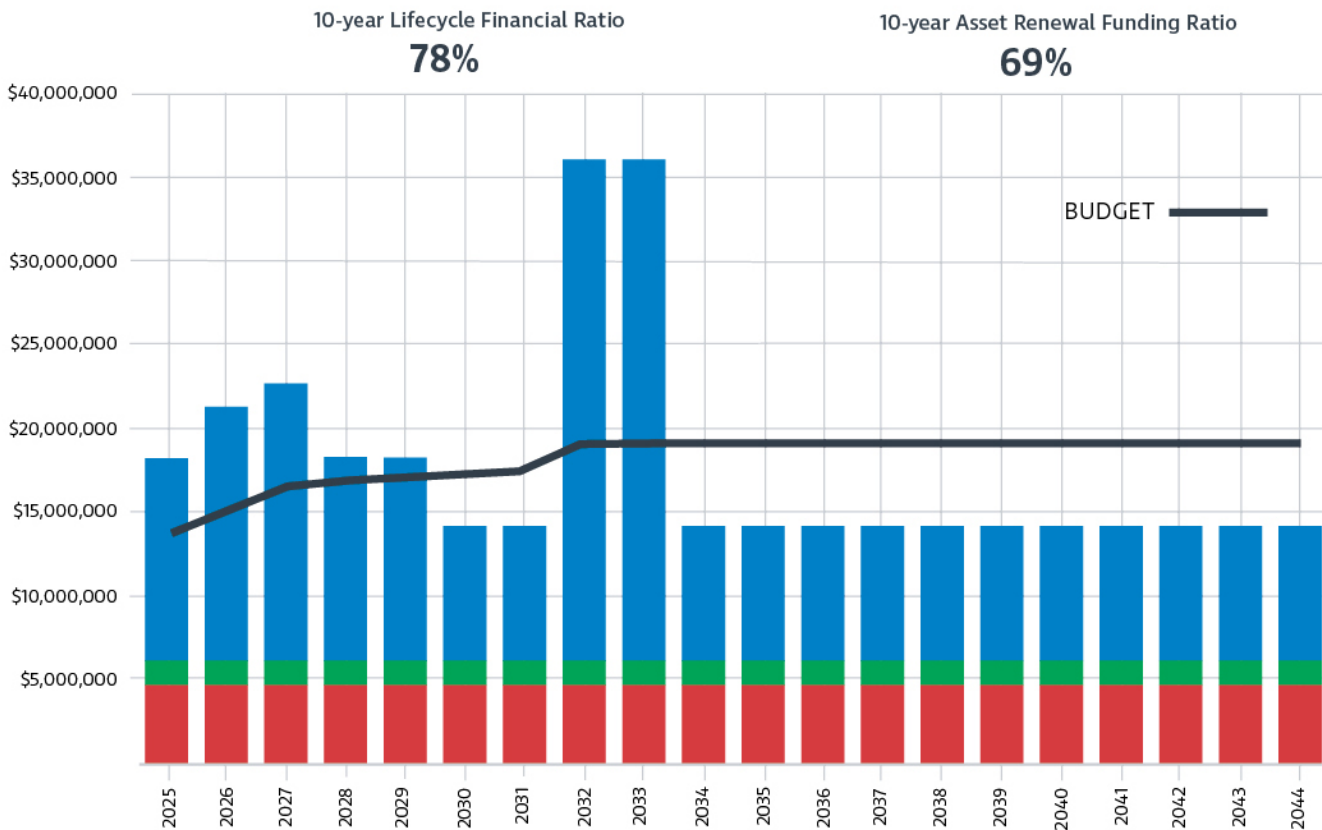
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Annual Average first 10 years

Operation Forecast	$4,649,539
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- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Undertaking a comprehensive review of the current condition of our assets and re-forecasting asset renewal requirements within this Asset Management Plan to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (We have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

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1.8   Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the building portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations).

These associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased financial risk associated with loss of commercial revenue, resulting in significant impacts to Council's financial sustainability
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If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan.

1.9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

	Improvement Plan Actions
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	As part of the Strategic Property Review, determine whether the Rundle Street U-Park is retained, or alternatively redeveloped or disposed/sold. Revise asset renewal forecasts within the AM Plan, as soon as practical.
3	Finalise the Park Lands Community Building Policy and identify priority Sporting Club upgrade projects for inclusion into the Resource Plan. Review any significant impacts to existing asset renewal programs.
4	Finalise the Public Toilet Strategy and identify key priority projects for inclusions into the Resource Plan. Review any key impacts to existing asset renewal programs.
5	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.
6	Review and update operations and maintenance standards, to establish intervention levels and response times for general maintenance programs, finding an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.
7	Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives.
8	Continue to review our technical standards and their application with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
9	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
10	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
11	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
12	Review customer / building user service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
13	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement.
14	Review how assets are recognised within the Asset Management System and update the asset data schema and hierarchy to better reflect the complex nature of the assets. This will enable more granular data collection and enhanced outcomes for predictive scenario modelling .

2. INTRODUCTION

2.1 Background

First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life. The physical layout of the city enhances the attributes that make Adelaide unique. From the Nationally Heritage Listed Park Lands that surround our city, to the compact layout that makes the city walkable and cyclable, to our unique neighbourhoods and precincts, all these factors place Adelaide on the path to being one of the most liveable cities in the world. Despite our small footprint, the City of Adelaide is home to over 26,000 residents, 12,000 businesses and accommodates over 300,000 visitors daily, contributing close to 18% of the State's economic value.

The City of Adelaide's Buildings portfolio is valued at approximately $510 million and provides accommodation for the civic, administrative, and operational functions of Council as well as providing community services such as sporting and recreational activities including libraries, community centres, and public toilets. The building portfolio also includes a number of sites used for commercial (income generating) purposes.

With projected City and metropolitan growth, a diversifying community and a changing climate, it is anticipated that higher demand will be placed on our existing assets and there will be increasing requirements for new and upgraded infrastructure. With Council's strategic objectives to create a beautiful and diverse City that is welcoming, inclusive, and accessible to all, it is critical to ensure that our buildings continue to be appropriately managed, ensuring we provide appropriate services and benefits for both current and future generations.

This Buildings Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period. The infrastructure assets covered by this Asset Management Plan, including their quantities and replacement costs are shown in Table 2.1 below.

Table-2.1: Infrastructure Assets covered by Buildings Asset Management Plan

Asset Category	Asset Sub-Category	Quantity	Replacement Value
Corporate	Town Hall Complex	3	$91.3 million
	Colonel Light Centre	1	$40.5 million
	London Road Depot	1	$13.3 million
	Park 10 Nursery	11	$0.8 million
	Garden Sheds & Horticulture Hubs	22	$1.4 million
Community	Libraries & Community Halls	2	$5.2 million
	Park Lands Sports Clubs & Grandstands	63	$37.5 million
	Adelaide Aquatic Centre	1	$39.6 million
	Park Lands Businesses	2	$0.4 million
Commercial	North Adelaide Golf Links	4	$4.2million
	U-Park Buildings	6	$186.8 million
	Central Market Precinct	2	$55.4 million
	Commercial Buildings	7	$13.2 million
	Investment Properties	5	$10.5 million
Facilities	Public Conveniences	41	$9.4 million
Leased	Leased Building	13	n/a
Total		184	$510 million

While our leased buildings do not hold any financial value, they are recognised as assets due to ongoing operational and maintenance costs required.

This Asset Management Plan is to be read in conjunction with the Asset Management Policy, Strategic Asset Management Plan and the following key Corporate planning documents:

- City of Adelaide Strategic Plan (2020-2024)
- Active City Strategy (2013-2023)
- Adelaide Park Lands Management Strategy (2014-2025)
- Carbon Neutral Strategy (2015-2025)
- Climate Change Risk Adaptation Action Plan (2021-2026)
- Community Land Management Plans
- Disability Access and Inclusion Plan (2019-2022)
- Heritage Strategy and Action Plan (2021-2036)
- Park Land and Precinct Master Plans
- Public Art Action Plan (2019-2022)
- Public Health and Wellbeing Plan (2020-2025)
- The 30-Year Plan for Greater Adelaide (2017) - State Government
- Integrated Transport and Land Use Plan for Greater Adelaide - State Government
- Park Lands Community Buildings Policy (Draft)
- City of Adelaide Property Strategy

As existing planning documents are updated and new planning documents are approved by Council, Asset Management Plans will be reviewed and updated as required.

2.2   Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers.

The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 [1]
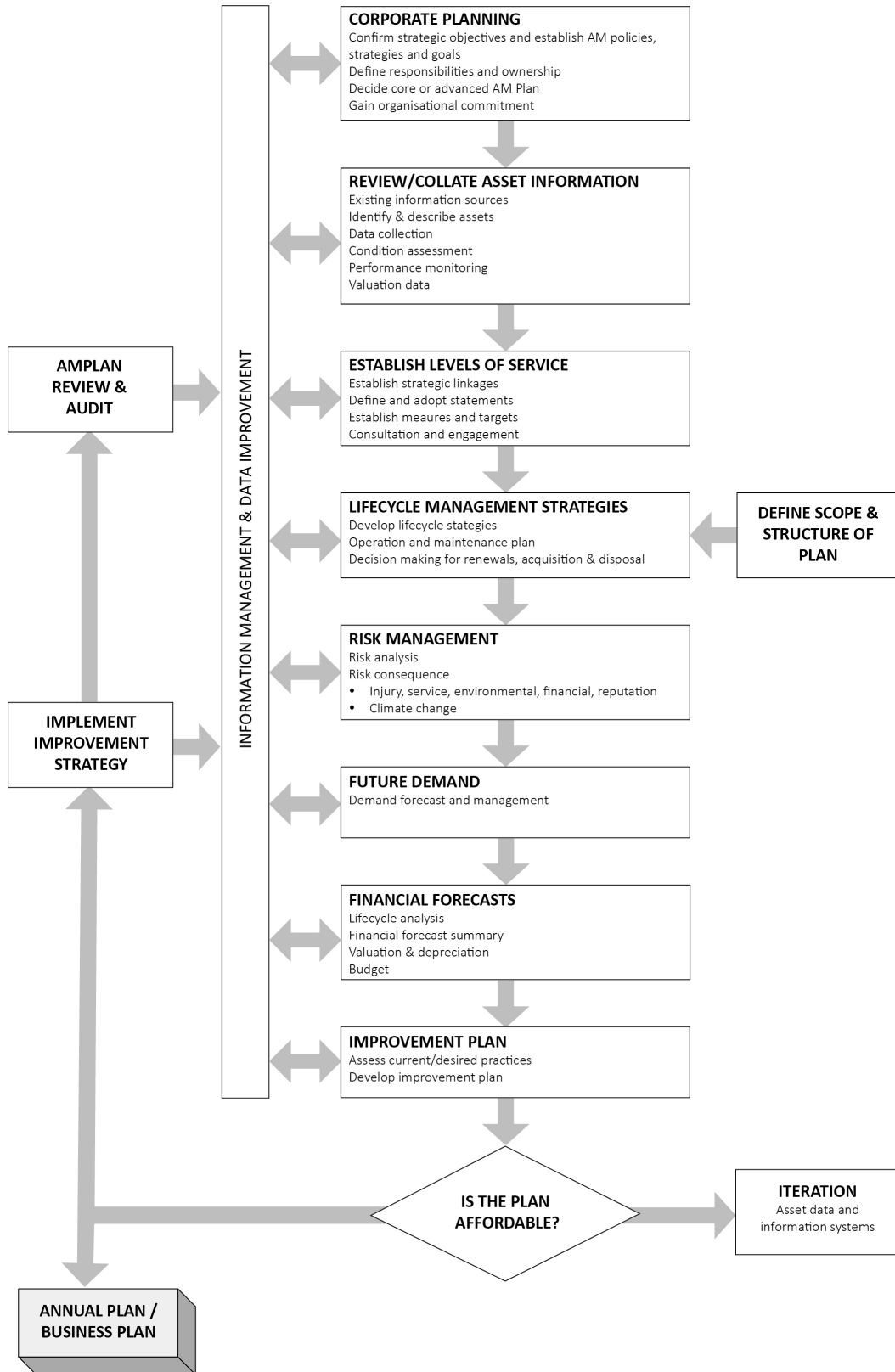- ISO 55000 [2]

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[1] Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13
[2] ISO 55000 Overview, principles and terminology

A road map for preparing an Asset Management Plan is shown below:

Figure 2.2: Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

2.3   Key Stakeholders & Organisational Responsibilities

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.3.

Table 2.3: Key Stakeholders in the Asset Management Plan

Key Stakeholder	Role in Asset Management Plan
Residents, Ratepayers & Businesses	Provide feedback on current and desired levels of service, which is considered in the development of Asset Management Plans.
Workers, Visitors, Tourists and Students	
Capital City Committee (CCC)	Intergovernmental body established under the City of Adelaide Act (1998) which initiates new projects to enhance and promote the development of the City of Adelaide as the capital city of the state.
Lord Mayor & Elected Members	Represent and advocate for the needs of the community and set high level direction through the development of asset management principles in the Strategic Plan. Approve the Asset Management Plan and Long-Term Financial Plan, to ensure the organisation maintains financial sustainability over the short, medium, and long terms, with consideration of community needs/expectations and corporate risk management requirements.
Chief Executive Officer & Executive Leadership Team	Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council's Strategic Plan, the Business Plan and Budget process and the Long-Term Financial Plan. Responsible for ensuring the financial projections in the adopted Asset Management Plans are reflected in the Long-Term Financial Planning and include sustainable maintenance, operations, renewal, and upgrade costs of current and future assets.
Associate Director Infrastructure	Responsible for providing leadership and direction for Council's Asset Management Framework and Project Delivery.
Infrastructure Planning	Responsible for the lifecycle management of Council's Infrastructure Assets and the development of Asset Management Plans, ensuring alignment with the Strategic Management Framework and principles and objectives outlined in the Strategic Plan and other relevant corporate planning documents.
Strategic Property	Responsible for providing strategic direction for Council's Building and Land Asset Portfolio, including coordinating property acquisitions, disposals, and redevelopments.
Commercial Property	Responsible for the day-to-day operation and management of Council's commercial businesses including, UParks, Golf Links and Commercial leases.

Key Stakeholder	Role in Asset Management Plan
Community Lifestyle	Responsible for the management of commercial and community leased and licensed facilities within the Adelaide Park Lands, development, implementation and evaluation of sport and recreation initiatives and projects that increase opportunities for formal and informal physical activity within the Park Lands.
Park Lands & Sustainability	Responsible for developing the Adelaide Park Lands Management Strategy, Park Lands and Square Master Plans and initiating priority Park Lands & Open Space upgrade/new project initiatives.
	Responsible for facilitating the identification of climate change risks and potential impacts to infrastructure assets.
Low Carbon & Circular Economy	Responsible for facilitating the identification of opportunities to improve circular economy outcomes within infrastructure standards and specifications.
Strategy & Insights	Responsible for the Strategic Management Framework, including the development of the Strategic Plan in consultation with the Executive Leadership Team, Elected Members and key strategic stakeholders.
Technical Services	Responsible for technical design documentation to facilitate construction of infrastructure projects, review and update infrastructure technical standards to ensure they are fit-for-purpose as well as the provision of general engineering and technical advice.
Infrastructure Delivery	Responsible for delivering Capital Works Projects identified in the Asset Management Plan and Annual Business Plan and Budget.
Financial Planning & Reporting	Responsible for the development and currency of the Asset Accounting Policy, Fixed Asset Guideline, as well as the preparation of asset sustainability and financial reports, which incorporate depreciation and asset revaluations in compliance with Australian accounting standards.
Procurement & Contract Management	Responsible for ensuring appropriate procedures are in place to enable efficient and effective procurement and contract management that demonstrates value for money and ensure public money is appropriately spent in accordance with the Local Government Act.
City Operations	Responsible for delivering day-to-day maintenance and operational activities, ensuring works are prioritised, planned and delivered consistently with operational and maintenance plans.
Regulatory Services	Responsible for issuing permits with conditions to enable external parties to undertake works on Council Infrastructure as well as enforcing rectification for works that are not compliant with CoA construction standards.
Service Authorities (e.g. SA Water, South Australian Power Networks)	Service authorities will continue to be consulted to coordinate any works planned by either Council or the service authority, so asset investment is not compromised.

Our organisational structure for service delivery associated with infrastructure assets is shown in Figure 2.4.

Figure 2.4: Organisational Structure
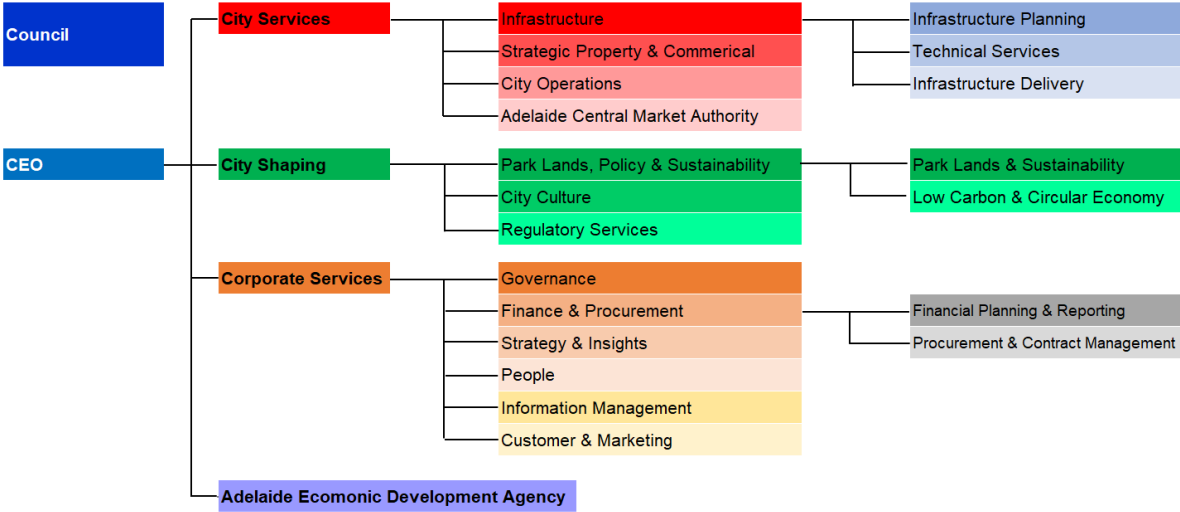
3.   LEVELS OF SERVICE

3.1   Customer Research and Expectations

In June 2022, the City of Adelaide undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for users who utilise the services provided by our building assets. The engagement was advertised on signage in buildings as well as through the City of Adelaide's social media platforms.

The insights from the Survey are intended to be used to identify where current levels of service are not meeting the community's expectation. This will enable recommendations to be made to Council regarding future resourcing requirements for specific services.

The engagement process was primarily undertaken through questionnaire surveys (302 total respondents), where information was collected online using the YourSay platform (121 respondents), as well as through on street intercepts at various locations across the city (181 respondents).

The demographic distribution of respondents who provided feedback is presented across Figures 3.1-1 to 3.1-3 There were significantly more survey responses received from City visitors compared to residents and an even balance across genders.

Figure 3.1-1: Respondent distribution
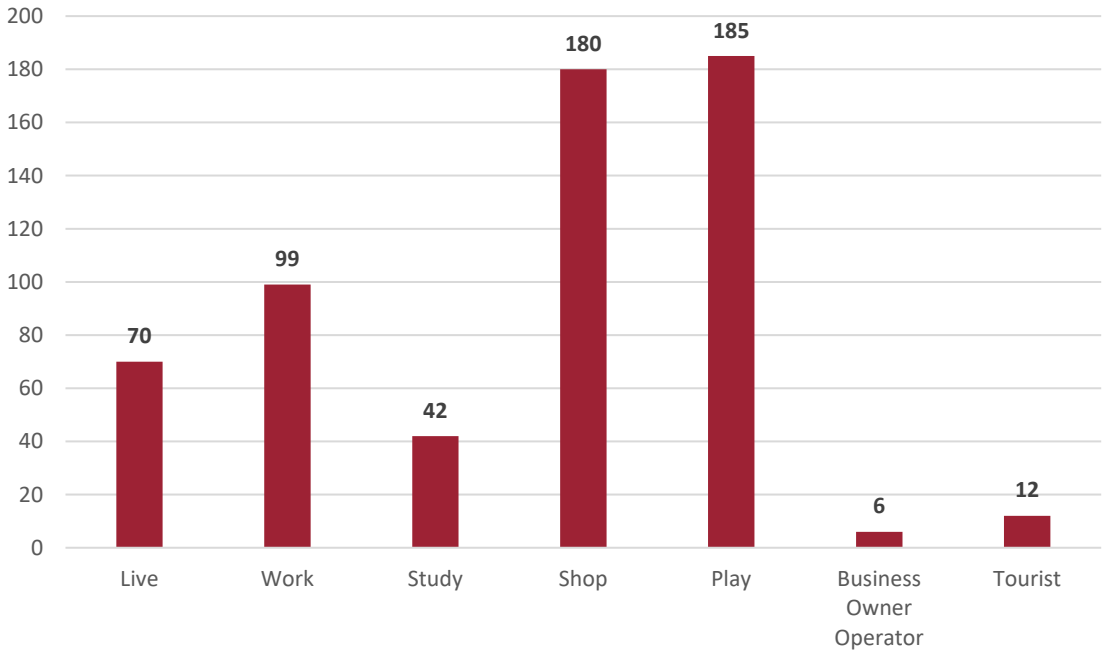
Figure 3.1-2: Respondent Distribution (Residents v Visitors)
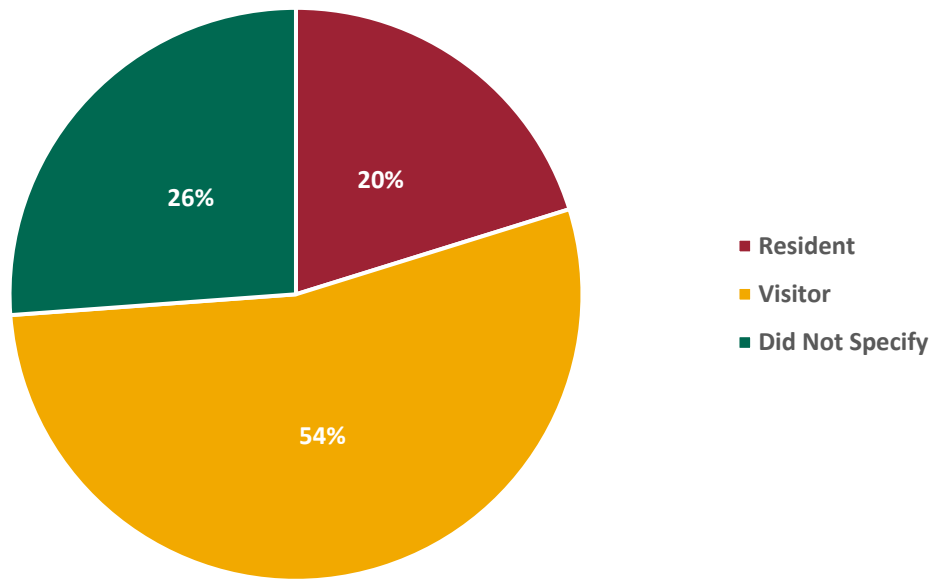
Figure 3.1-3: Respondent Distribution (Gender)
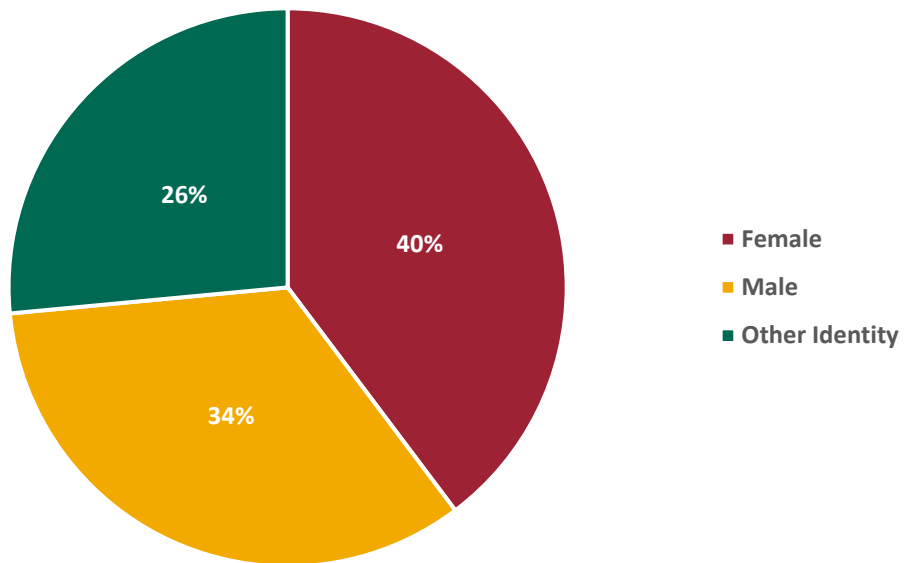
To ensure that data was collected to enable a clear line of sight for decision making purposes, the questionnaire was structured to differentiate responses received for different building categories.

For each performance measure, a customer satisfaction indicator was calculated which represents the percentage of respondents who were satisfied with the service. These figures can then be compared against CoA's organisation scorecard target of 70% satisfaction to identify where our services are not being delivered in line with community expectations.

Additional consultation was also undertaken with key internal staff responsible for managing and operating specific building facilities including Libraries, Town Hall, UPark, Park Land Sporting Clubs and Leased Buildings to better understand anecdotal feedback they receive from customers on a day-to-day basis.

The results for each building category are presented and discussed below.

Libraries

Survey respondents were satisfied with the overall performance of our libraries, where each of the 5-performance measures had satisfaction indicators exceeding City of Adelaide's (CoA) 70% target, as shown below.

Figure 3.1.-4: Libraries
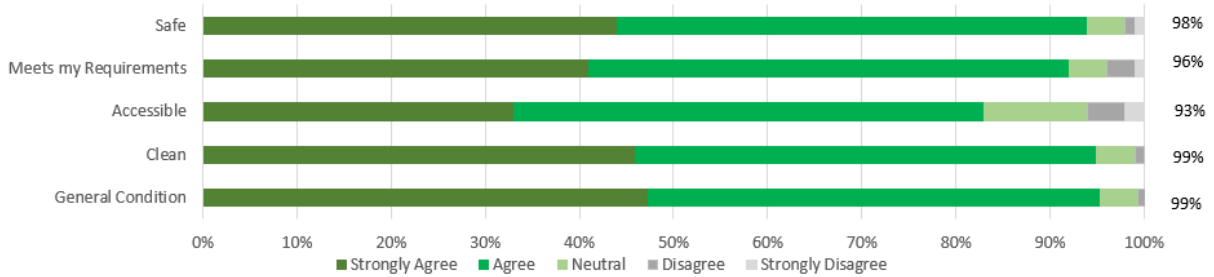
Consultation with our Access and Inclusion team has identified areas for minor improvement in our libraries that include improved wayfinding for all users. This feedback was aligned to the views of the users surveyed and the business unit leaders.

Community Centres

Survey respondents were satisfied with the overall performance of our Community Centres, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

**Figure 3.1-5: Community Centres**
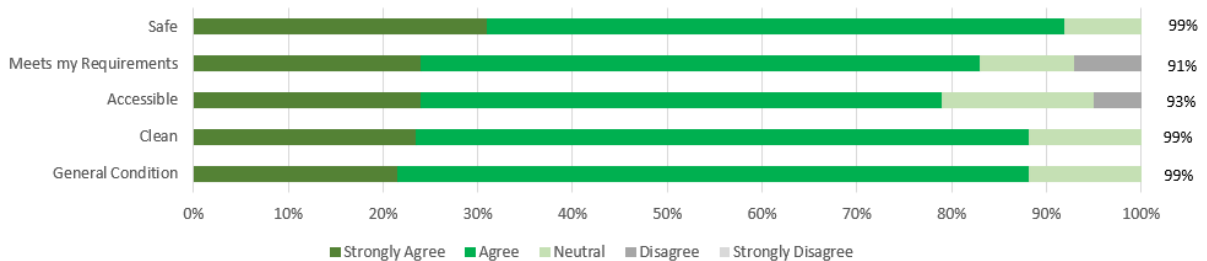
Following further conversations with City of Adelaide's Library and Community Centre teams, it was identified that there were opportunities to improve accessibility, lighting levels and create additional wayfinding to improve customer experience.

Park Lands Sports Clubs

Survey respondents were satisfied with the overall performance of our Park Lands Sports Club facilities, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-6: Park Lands Sports Clubs
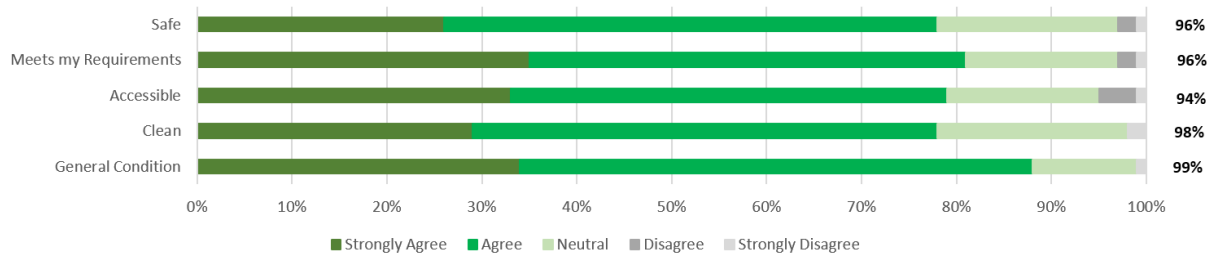
Following further conversations with City of Adelaide's City Lifestyle Team, it was identified that these engagement results do not align with feedback they receive directly from sporting clubs and that targeted conversations with Sporting Clubs have highlighted the following:

- A number of assets are considered to be old and tired, as well as not providing fit-for-purpose facilities to meet the current needs of sporting clubs, particularly with the emergence of new sports and increasing female and junior participation.

It is important to note that majority of these buildings have leasing obligations, where clubs have care and control responsibilities under the lease which include general upkeep and maintenance. CoA only having asset renewal obligations.

This Asset Management Plan proposes to consider building functionality in renewal planning (noting it will likely need to be supported by upgrade funding allocated with the Business Plan and Budget and Long-Term Financial Plan), to enable Park Lands sporting clubs to better service community needs.

Public Toilets

Survey respondents were generally not satisfied with the overall performance of our Public Toilet facilities, where 3 of the 6-performance measures had satisfaction indicators below CoA's 70% target, as shown below.

Figure 3.1-7: Public Toilets
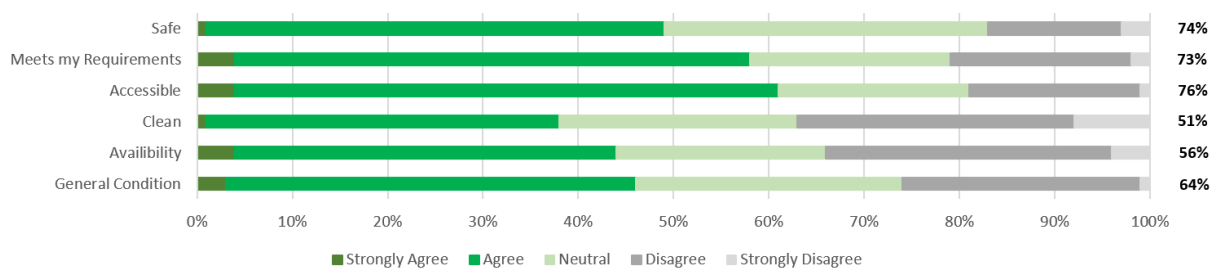
Responses received relating to Public Toilets facilities indicated that there was a perceived lack of facilities across the city and within the Park Lands and there was a requirement for further investment in new public conveniences. It is anticipated that the completion of a public toilet strategy (currently under development in FY23/24) and the subsequent initiation, funding, and delivery of new and upgraded public toilet projects will incrementally bridge the gap between customer expectations and service provisions over time. Outcomes of the public toilet strategy will be considered in future updates of this Asset Management Plan.

Town Hall

Survey respondents were generally satisfied with the overall performance of the Adelaide Town Hall Precinct, where all of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-8: Town Hall
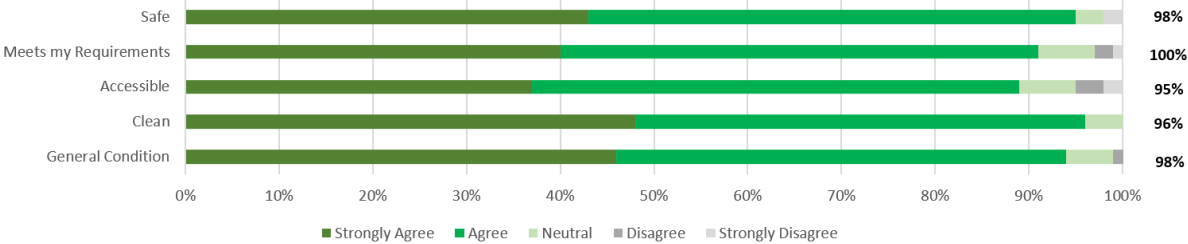
The Adelaide Town Hall precinct comprises 4 culturally significant heritage buildings, which include the Town Hall itself, Eagle Chamber, Queens Chambers and Gladstone Chambers. These buildings provide mixed use of services including accommodating CoA staff, leased tenants, civic, community and catered events and performances.

Aquatic Centre

Survey respondents were generally satisfied with the overall performance of the Adelaide Aquatic Centre, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-9: Aquatic Centre
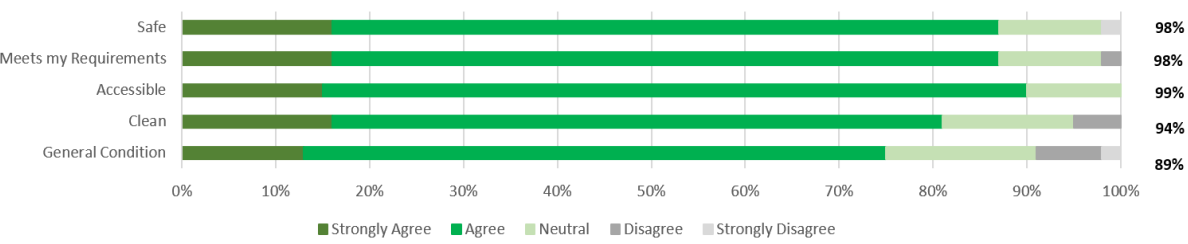
It is important to note that the State Government will be redeveloping this site in 2024, building a new facility at an adjacent location, which will operate under their care and control. This will result in the existing asset being disposed and returned to Park Lands.

North Adelaide Golf Course

Survey respondents were generally satisfied with the overall performance of the North Adelaide Golf Course Building, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-10: North Adelaide Golf Course
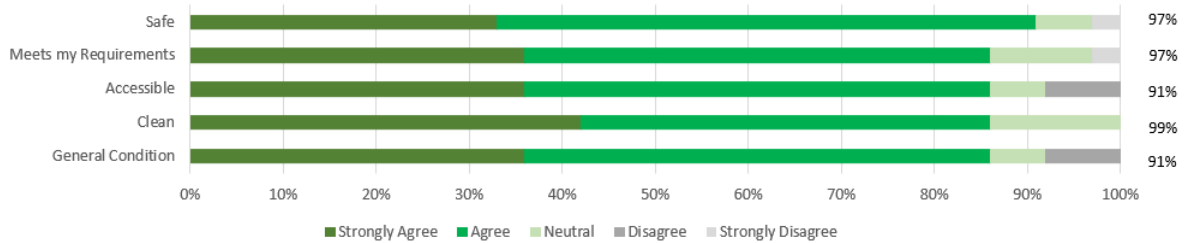
It is important to note that the number of responses received in our customer feedback survey was only 36. Given the average number of rounds of golf per year is over 100,000, further consultation was undertaken with City of Adelaide's Golf Business Operations Team, to better understand anecdotal feedback they receive from customers on a day-to-day basis. Key feedback included that the building accessibility needs to be improved, there was a lack of female facilities within the building and that change rooms and toilets required improvements.

This Asset Management Plan proposes to consider building functionality in renewal planning (noting it will likely need to be supported by upgrade funding allocated with the Business Plan and Budget and Long-Term Financial Plan), to enable the North Adelaide Golf Course to better service community needs.

U-Parks

Survey respondents were generally satisfied with the overall performance of the U-Park Buildings, where each of the 5-performance measures had satisfaction indicators exceeding CoA's 70% target, as shown below.
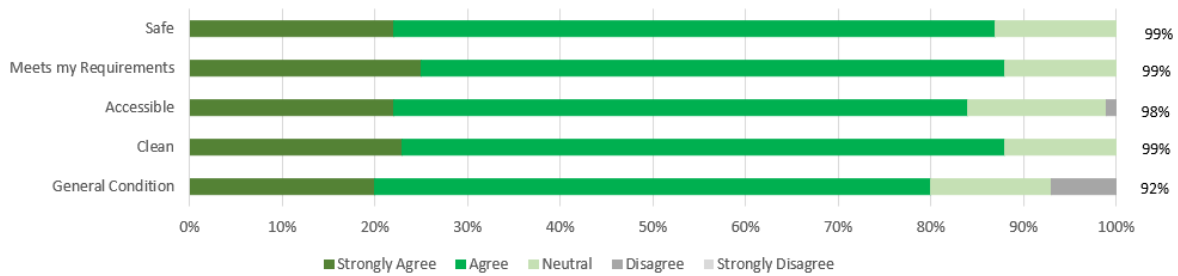
Figure 3.1-11: U-Parks
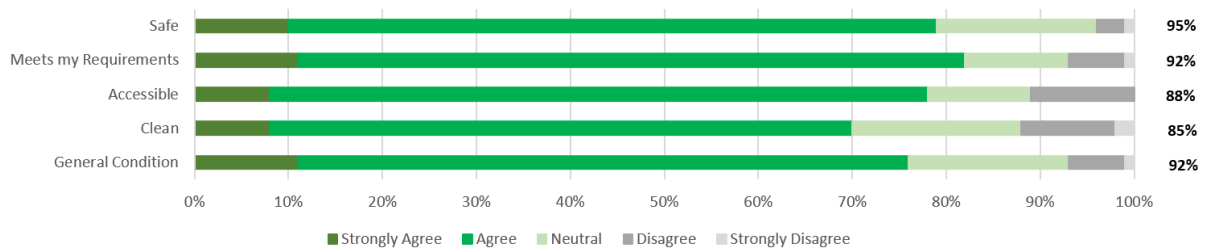
Park Land Businesses

Survey respondents were generally satisfied with the overall performance of the Park Land Businesses, where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-12: Park Land Businesses

It is important to note that the majority of these buildings have leasing obligations, where businesses have care and control responsibilities which include general upkeep and maintenance. CoA only having asset renewal obligations.

Adelaide Central Markets

Survey respondents were generally satisfied with the overall performance of the Adelaide Central Markets, where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-13: Adelaide Central Markets
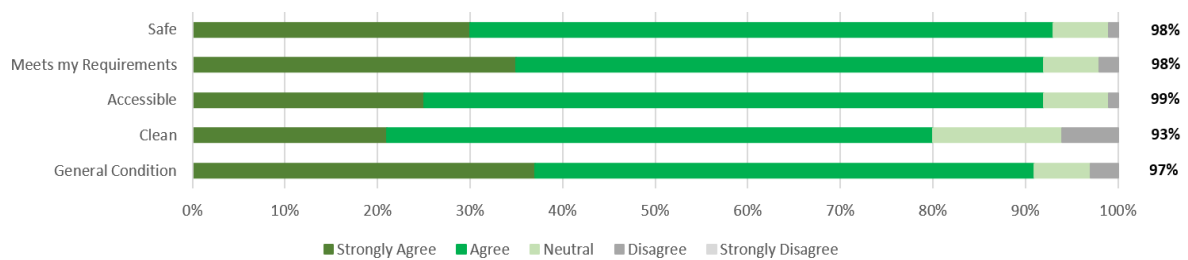
It should be noted that the Adelaide Central Market will further expand under the Market Square redevelopment project currently underway.

Colonel Light Centre

Survey respondents were generally satisfied with the overall performance of the Colonel Light Centre (CLC), where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.
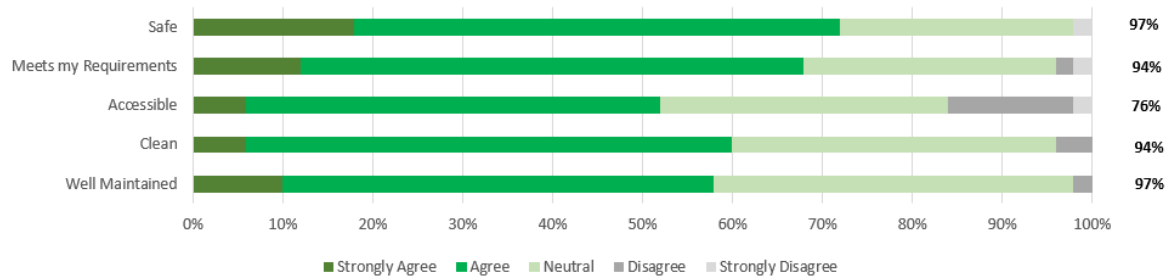
Figure 3.1-14: Colonel Light Centre
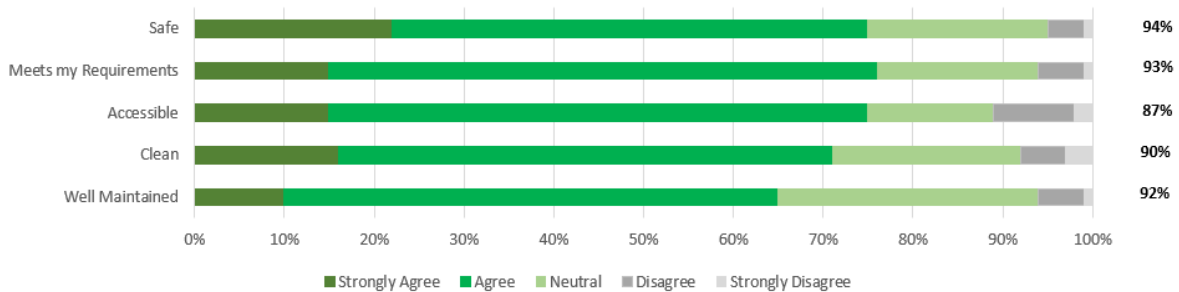
Where respondents stated they were not satisfied, general themes of the written feedback received included that toilets on some floors were considered outdated, parts of the building were considered to be congested and overpopulated by staff, general cleaning could be undertaken more frequently and that there was no dedicated DDA compliant meeting space for internal staff and visitors.

London Road Depot

Survey respondents were generally satisfied with the overall performance of the London Road Depot (LRD), where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown below.

Figure 3.1-15: London Road Depot

Where respondents stated they were not satisfied, general themes of the written feedback received included that toilets were considered outdated, the size of the lunchroom could be increased to accommodate more staff and there was an opportunity to install a lift within the building to make it more accessible.

Park 10 Nursery

Survey respondents were generally not satisfied with the overall performance of the Nursery, where 3 of the 5-performance measures had satisfaction indicators below CoA's 70% target, as shown below.

Figure 3.1-16: Nursery
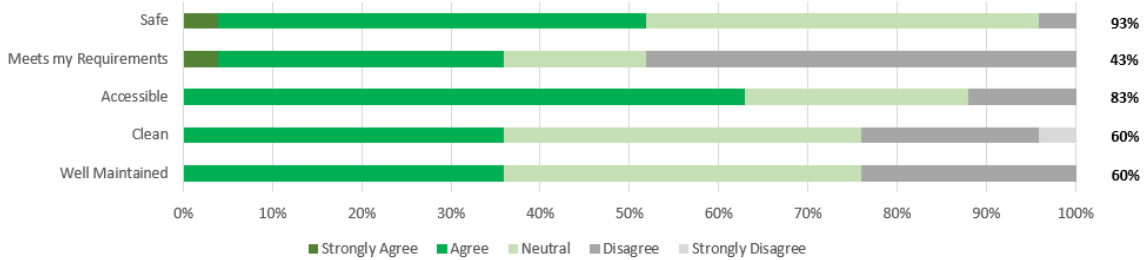
Where respondents stated they were not satisfied, general themes of the written feedback received were in relation to desired improvements of general facilities.

Park Lands Horticulture Hubs

Survey respondents were generally not satisfied with the overall performance of the Park Lands Horticulture Hubs, where 3 of the 5-performance measures had satisfaction indicators below CoA's 70% target, as shown below.
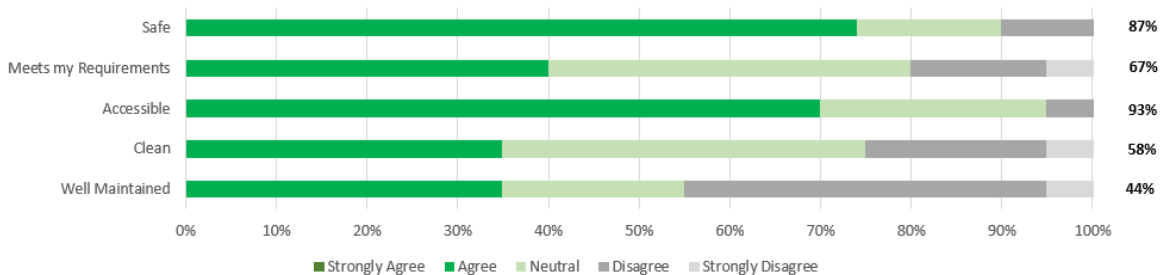
Figure 3.1-17: Horticulture Hubs

Where respondents stated they were not satisfied, general themes of the written feedback received were that the hubs were too small and the air conditioning was unreliable.

Summary

The individual satisfaction indicators calculated for each building category have been grouped, averaged and presented in Table 3.1 below to provide a high-level summary of the community's feedback with respect to our building assets.

Table 3.1: Consultation Summary Table

Asset Sub-Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Town Hall Complex	97%					●
Colonel Light Centre	91%					●
London Road Depot	91%					●
Park 10 Nursery	67%			●		
Horticulture Hubs	69%			●		
Libraries & Community Halls	96%					●
Park Lands Sports Clubs	96%					●
Adelaide Aquatic Centre	95%					●
North Adelaide Golf Links	95%					●
Park Lands Businesses	97%					●
U-Park Buildings	90%					●
Central Market Precinct	97%					●
Public Conveniences	65%			●		

The overall feedback from building users confirmed appropriate levels of customer satisfaction for all buildings asset categories, with the exception of Public Conveniences, Park 10 Nursery and Horticulture Hubs. Additional consultation undertaken with key internal staff responsible for managing Park Lands Sports Club buildings and the North Adelaide Golf Course, identified consistent anecdotal feedback they receive from customers on a day-to-day basis. This feedback included that a number of Park Lands sporting clubs did not provide fit-for-purpose facilities to meet the current needs of sporting clubs and that the North Adelaide Golf Links Clubhouse required general improvements to building accessibility and improvements to change rooms and toilets.

It is anticipated that the completion of the Park Lands Community Buildings Policy and the Public Toilet Strategy (both currently under development) and the subsequent initiation, funding and delivery of key upgrade/new projects will over time incrementally bridge the gap between customer expectations and service provisions. Additionally, concept design works are currently underway that aim to explore opportunities to improve the functionality of the North Adelaide Golf Links.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in October 2023. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Buildings Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

3.2 Strategic Planning

Under the Local Government Act (SA) 1999, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below in Table 3.2-1:

Table 3.2-1: Strategic Management Documents

Strategic Plan Community	Long term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
Long-Term Financial Plan Financial	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
Asset Management Plans Infrastructure	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets.
City Plan Development / Built Form	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Through the City of Adelaide Draft Strategic Plan 2024-2028, Council's vision is:

Our Adelaide. Bold. Aspirational. Innovative.

Achieving our vision for the future will be guided by our long term aspirations:

Our Community: **Vibrant, connected and inclusive**
Our Environment: **Resilient, protected and sustainable**
Our Economy: **Growing, innovative and responsive**
Our Places: **Interesting, purposeful and safe**
Our Corporation: **High performing, customer-centric and bold**

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan will provide a 4-year view of the projects, resources, and budgets required to deliver our Strategic Plan objectives. It informs the Long-Term Financial Plan (as shown in Figure 3.2) and acts as the key link between the Strategic Plan and Annual Business Plan & Budget, providing transparency between our vision and the key projects we deliver.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan. Infrastructure projects will reference the Adelaide Design Manual for transformational projects supported by upgrade/new funding allocated with the Resource Plan and Long-Term Financial Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

Figure 3.2: Long-Term Financial Plan
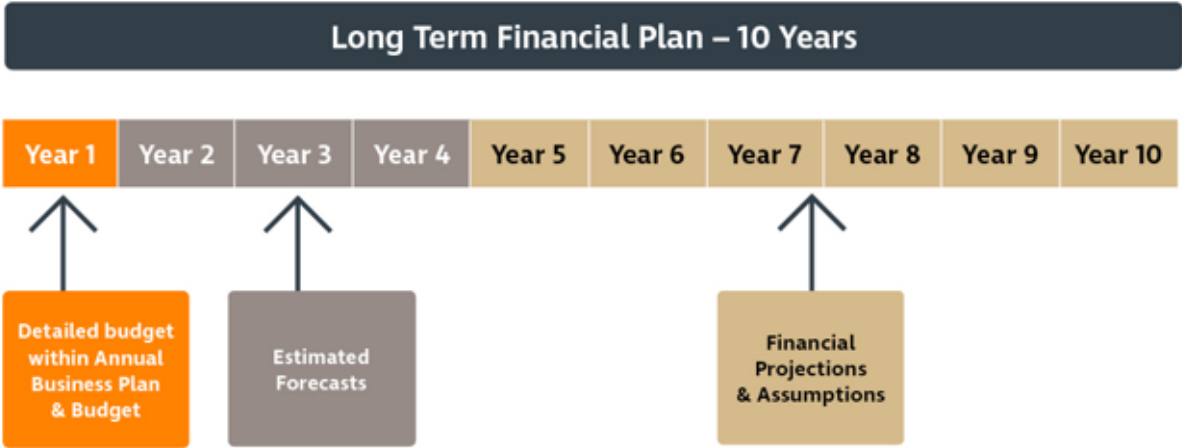
The relevant aspirations and objectives of the City of Adelaide Draft 2024-2028 Strategic Plan and how they are considered within this Asset Management Plan are summarised in Table 3.2-2.

Table 3.2-2: Strategic aspirations, objectives and outcomes and how these are considered in this Plan

Aspirations	Objectives	Outcomes	Asset Management Alignment
Our Communities *Vibrant, connected and inclusive*	Support our communities thrive Create fun, lively and interesting experiences Celebrate and honour community and cultures	Drive affordable, safe and quality housing outcomes that attract and retain residents in our city An interesting and engaging place to live, learn and visit An inclusive, equitable and welcoming community where people feel a sense of belonging	• Create welcoming civic infrastructure that enables City growth and fosters community connections through the adoption of universal and sustainable design principles • Review opportunities to redevelop and repurpose our existing building assets in line with the Strategic Property Action Plan, to create new mixed-use development with affordable housing and commercial opportunities. • Improve library and community centre facilities and/or services with a view to increase patronage • Improve Park Lands sporting club facilities to enable our community to participate in active leisure, recreation and sport • Support the development of new cultural and civic infrastructure • Deliver key infrastructure projects and programs outlined within the Disability Access and Inclusion Plan • Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities
Our Environment *Resilient, protected and sustainable*	Protect, enhance, and activate our Park Lands and open space Be climate conscious and resilient Prioritise sustainability in our decisions for the future	Lead as a Low Carbon Emissions City A sustainable city where climate resilience is embedded in all that we do The status, attributes and character of our green spaces and the Park Lands are protected and strengthened	• Increase the use of recycled or sustainable materials • Support the adaptation of buildings to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes, including converting burning gas energy sources to electric where possible. • Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services • Adapt to climate change and enhancing our climate resilience through upgrading our existing assets and creating new assets • Ensure all asset investment (design, construct and maintenance) considers and embeds appropriate climate resilience measures • Ensure Park Lands building development is low impact
Our Economy *Growing, innovative and responsive*	Continue to grow our economy in alignment with the Community Support existing businesses to be agile and responsive to change Create strong skilled workforces	Adelaide's unique experiences and opportunities attract visitors to our city Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy Council is driving development opportunities for our community via diverse commercial activities	• Deliver infrastructure upgrade projects to attract increased visitation into the City and promote business development and economic growth • Explore project partnership opportunities with State Government, developers and other third-parties • Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans • Completion of the Market Square development • Review the Strategic Property Action Plan to manage opportunities including car parks and other commercial assets for our community
Our Places *Interesting, purposeful and safe*	Manage assets to meet the needs of our community Encourage bold, interesting and purposeful development Facilitate and activate our places in a safe and accessible way for our community	Community assets are adaptable and responsibly maintained Encourage bold, interesting and purposeful development that supports the changing needs of our community and city Create safe, inclusive and healthy places for our community	• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities • Ensure leased community buildings are appropriately and responsibility maintained through leasing agreements and conditions. • Ongoing review of asset management strategies and technical standards to optimise whole-of-life costs • Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives • Create new assets to meet emerging community needs • Deliver conservation management plans for heritage buildings • Preserve and promote our heritage buildings • Maintain and improve disability access and inclusion

3.3   Legislative Requirements

There are many legislative requirements relating to the management of infrastructure assets including Australian Legislation, State Llegislation and State regulations. Legislative requirements relevant to the Transportation Asset Management Plan are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage
Adelaide Park Lands Act 2005	An Act and Framework that promotes the special status, attributes, and character of the Adelaide Park Lands; to provide for the protection of those Park Lands and their management as a world class asset to be preserved as an urban park for the benefit of present and future generations
Australian Accounting Standards	Standards that set out the financial reporting standards relating to the revaluation and depreciation of assets
Australian Standards	All of Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice guidelines
City of Adelaide Act 1998	An Act to establish mechanisms to enhance the role of the city of Adelaide as the capital city of South Australia; to make special provision in relation to the local governance of the city of Adelaide; and for other purposes
Development Act 1993	An Act to provide for planning and regulate development in the state; to regulate the use of management of land and building; and for other purposes
Disability Discrimination Act 1992	An Act to provide protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes
Food Act 2001	An Act to provide for the safety and suitability of food including standards for food handling; and for other purposes.
Heritage Act 1993 and Heritage Places Act 1993	These Acts set out the responsibilities of the land owner to identify, record, maintain and preserve the heritage significance and value of the buildings.
Local Government Act 1999	An Act to set out the role, purpose, responsibilities, and powers of local governments including the preparation of a LTFP supported by asset management plans for sustainable service delivery

National Construction Code	Meet requirements for occupation under the approved Building Class.
Planning, Development, and Infrastructure (PDI) Act 2016	An Act to provide for matters that are relevant to the use, development and management of land and buildings, including by providing a planning system to regulate development within the State, rules with respect to the design, construction and use of buildings, and other initiatives to facilitate the development of infrastructure, facilities and environments that will benefit the community
Public Health Act 2011	An Act to promote and to provide for the protection of the health of the public of South Australia and to reduce the incidence of preventable illness, injury and disability including maintenance of cooling towers.
State Records Act 1997	An Act to ensure Local Government's record and store all relevant information as set out by the State Government of South Australia
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works

3.4   Customer Levels of Service

Customer Levels of Service measure how the community receives a service and whether the organisation is providing community value. Levels of service are monitored and adjusted from the public consultation process, customer satisfaction surveys and customer service centre feedback.

The Customer Levels of Service are considered in terms of:

Quality   How good is the service … what is the condition or quality of the service?

Function   Is it suitable for its intended purpose …. Is it the right service?

Capacity   Is the service over or under used … do we need more or less of these assets?

In Table 3.4 under each of the service measures types (Quality, Function, Capacity) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.4: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
Quality	Condition – Buildings are free of hazards and are in a condition appropriate for use	Customer service requests relating to reported building defects or issues	General Building Repairs – 539 requests Electrical Repairs – 112 requests Plumbing Repairs – 202 requests HVAC Repairs – 65 requests Fire Compliance Repairs – 32 requests Glazing Repairs – 2 requests Painting Repairs – 15 requests	Customer service requests are expected to increase as buildings age and deteriorate
		Customer satisfaction ratings from survey results relating to building maintenance and condition	87% average across all building categories Building types below our 70% target included: Public conveniences – 64% Park 10 Nursery 60% Horticulture Hubs – 44%	Customer satisfaction ratings are expected to decrease as buildings age and deteriorate
	Confidence levels		**Medium**	**Medium**
	Amenity - Buildings are clean	Customer service requests relating to cleaning	18 requests	Expected to stay the same
		Customer satisfaction ratings from survey results relating to building cleanliness.	87% average across all building categories Building types below our 70% target included: Public conveniences – 51% Park 10 Nursery 60% Horticulture Hubs – 58%	Expected to stay the same
	Confidence levels		**Medium**	**Medium**
Function	Accessibility – Buildings are accessible to users of all ages and abilities	Customer satisfaction ratings from survey results relating to building accessibility	87% average across all building categories	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	Confidence levels		**Medium**	**Medium**
	Fit for Purpose – Buildings are fit-for purpose and provide services which meet user needs	Customer satisfaction ratings from survey results relating to buildings meeting user needs	88% average across all building categories Building types below our 70% target included: Park 10 Nursery 43% Horticulture Hubs – 67%	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	Confidence levels		**Low**	**Low**
Capacity	Capacity – We have enough public convenience facilities to service community needs.	Customer satisfaction ratings from survey results relating to availability of public conveniences	**56%**	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	Confidence levels		**Medium**	**Medium**

3.5   Technical Levels of Service

To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a stormwater pipe with a larger size) or a new service that did not exist previously (e.g. a new library)

- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)

- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, stormwater pipe replacement and building component replacement)

- **Disposal** – the activities to remove and/or dispose of an asset that may be considered as underperforming, underutilised or obsolete

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.[3]

Table 3.5 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

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[3] IPWEA, 2015, IIMM, p 2|28.

Table 3.5: Technical Levels of Service

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
Acquisition (upgrade/new)	Upgrade / New Projects	To upgrade and further develop the building portfolio to ensure they are safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
	Strategic Acquisition	Acquisition of new building assets to leverage commercial opportunities through repurposing or redeveloping the asset.	Acquisition of new property	New assets identified for acquisition and approved through Council Decision, funded through Council's future fund.	New assets identified for acquisition and approved through Council Decision, funded through Council's future fund.
			Budget:	As adopted annually in BP&B	As adopted annually in BP&B
Operational	Condition Audits	To collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of building portfolio	Every 4 years, with increased frequency for assets approaching end of serviceable life	Every 4 years, with increased frequency for assets approaching end of serviceable life
	Cleaning	To ensure buildings are clean	Cleaning Frequency	All buildings are inspected daily and cleaned	To be reviewed with planned updates to operations and maintenance standards
	Utility provisions	Ensure buildings remain operational and can appropriately service users through the provision of electricity, gas and water as well as manage sewer and trade waste.	Utility fees / invoicing	All building utility provision requirements are funded	All building utility provision requirements are funded
			Budget:	Condition Audits - $500,000 (every 4 years) Cleaning Contract - $1,064,000 / year Utility Costs - $3,461,000 / year

Total - $4,650,000 / year | To be reviewed with planned updates to operations and maintenance standards |

Maintenance	Proactive Maintenance Inspection	To ensure critical building components (including electrical services, mechanical services, fire services and vertical transport) are proactively inspected to ensure they remain operational and compliant with Australian Standards, as well as inform preventative maintenance programs.	Inspection Frequency	Electrical - every 3, 6 or 12 months* Mechanical - every 3, 6 or 12 months* Fire Services - every 3, 6 or 12 months* Vertical Transport - every month *variable inspection frequencies are informed by asset and component specific requirements (i.e. different inspection types)	To be reviewed with planned updates to operations and maintenance standards
	Legislative Maintenance Activities	To ensure relevant building components are inspected and maintained in compliance with legislative requirements.	Completion of Essential Safety Provision (ESP) Form 3's	All inspections are undertaken in accordance with timeframes prescribed by legislation listed within Form 3's.	All inspections are undertaken in accordance with timeframes prescribed by legislation listed within Form 3's.
	Preventative Maintenance Activities	To ensure critical building components are serviced and repaired to ensure they remain safe and operative.	Completion of preventative maintenance activities for,	All preventative inspections and maintenance activities are complete in accordance with existing contracted KPI's.	To be reviewed with planned updates to operations and maintenance standards
	General Maintenance Activities	To ensure buildings are maintained to remain serviceable and meet user needs.	Completion of general maintenance activities	Works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			Budget:	Proactive Inspections - $200k Legislative Maintenance - $300k Preventative Maintenance - $460k General Maintenance – $500k Total - $1.46 million	To be reviewed with planned updates to operations and maintenance standards
Renewal	Renewal Projects	To ensure buildings are renewed, providing service in line with community expectations at lowest lifecycle costs	% assets in condition 4 & 5	Condition 4 - 10% Condition 5 - <1%	Condition 4 – less than 5% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			Budget	$10.4 million	$14.85 million (10 Year Average)
Disposal	Disposals Projects	To ensure that buildings that may be underperforming, underutilised or obsolete are consolidated or removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			Budget	As adopted annually in BP&B	As adopted annually in BP&B

4.   FUTURE DEMAND

4.1   Demand Drivers

The drivers affecting demand on assets include population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, and environmental impacts.

4.2   Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3   Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can also include non-asset solutions with a focus on providing the required service without the need for the organisation to invest in new or upgraded infrastructure. Management actions could include reducing the demand for the service or educating users around alternative options. It is important to ensure that these strategies consider the associated risks and consequences.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
City Growth	2021 Statistics: Residents - 25,551 Businesses – 11,519 Daily Visitors – 321,500	2041 Forecast: 46,000 residents 2036 Target: 50,000 residents Anticipated ongoing business growth in line with residential city growth and South Australian State growth projections Anticipated daily visitor growth in line with South Australian State growth projections	City growth will place increasing demands on our building portfolio, with growing volumes of residents, workers, and city visitors interacting with and utilising these assets. This will result in increased level of service expectations for our existing assets as well as demand for new assets, particularly with respect to community facilities (e.g. libraries, community centres, sports clubs) and public conveniences.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to enhance the building portfolio and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Changing Demographic	2021 Statistics 0 to 11 Years 1,246 (5%) 12 to 17 Years 587 (2%) 18 to 34 Years 12,117 (51%) 35 to 49 Years 4,409 (19%) 50 to 59 Years 2,281 (10%) 60 to 69 Years 2,233 (10%) 70 Years & Above 2,633 (3%)	2041 Forecast 0 to 11 Years 2,633 (6%) 12 to 17 Years 1,501 (3%) 18 to 34 Years 21,771 (47%) 35 to 49 Years 8,933 (19%) 50 to 59 Years 4,272 (9%) 60 to 69 Years 3,274 (7%) 70 Years & Above 4,175 (9%)	Changing expectations from a culturally and demographically diverse customer base will result in our building portfolio being subject to new demands. With a forecast aging population, there will be increasing demands for higher levels of service to ensure buildings are safe and accessible for people of all ages and abilities. Park Lands sports clubs will also need to adapt to changing user demographics. Trends are showing increased female participation in sports, with a demand for gender specific changing facilities and toilet provisions.	Ongoing engagement with city users through annual City User Profile surveys, and ensuring that Strategic Documents are updated on a cyclic basis to reflect changes with community expectations. Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Tourism & Event Growth	A key objective in Council's 2023-24 Business Plan and Budget was to provide 'year-round' events that attract people to visit the City. Investment in public infrastructure has also been identified as part of the South Australian Tourism Plan (2020) and the SA Visitor Economy Sector Plan 2030. In 2020 annual tourism expenditure in Adelaide was estimated to be approximately $3.9 billion	Cultural and event infrastructure will be an ongoing and increasing priority for both the City of Adelaide and South Australian State Government. It is projected that annual tourism expenditure will continue to grow and it is estimated to be $7.7 billion/year by 2030.	Increasing demands on our building portfolio to accommodate and cater for tourism and event growth. The need for to relocate the City's visitor information centre closer to Rundle Mall has already been identified, to make the service more accessible and useful. Increased tourism visitation will also place additional demands on the City's public conveniences, with a need to ensure these services are accessible and within close proximity to key tourism and event areas.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key corporate planning documents (referenced in Section 2.1) to support tourism and event growth. This Asset Management Plan will ensure asset renewals will be consider and align where practical with these key upgrade/new initiatives.

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Environmental Sustainability & Carbon Neutrality	Changes to the global climate (climate change) are clear. There are documented increases in the average air and ocean temperature, widespread melting of snow and ice, and rising average sea levels. City of Adelaide's 2020-2024 Strategic Plan has an objective to become one of the world's first carbon neutral cities by 2025. Additionally, a Climate Action Plan (2022-2025) has been developed to ensure we continue to drive down our carbon footprint and mitigate climate impacts for our residents and visitors. We are currently transitioning towards ensuring our building assets operate utilising renewable energy sources, with a key focus on electrification. Electrification works are undertaken at key renewal intervention points that are cost-effective with respect to the asset's lifecycle.	Inaction to climate change and climate risk will result in negative health impacts to our community and potentially impact to our businesses and economy. To effectively manage climate change and climate risk Council will need to continue to respond through substantial reductions in greenhouse gases (mitigation controls) and helping to prepare for and respond to the changing climate (adaptation controls).	There will be an increased demand to ensure we utilise more environmentally sustainable approaches, materials and construction techniques for building projects, with lower carbon footprint and improved circular economy outcomes. Additionally, there will also be increasing demand for community, corporate and commercial buildings to have improved end-of-trip facilities to support active modes of transport. With an increasing uptake in electric vehicle usage for private commuter vehicles, there will be growing demands for EV charging facilities within our U-Park buildings. With increasing temperatures and more intense heatwaves, community buildings may take on additional responsibilities in providing refuge and respite to vulnerable members of the community during extreme weather events.	Our Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes, as well as ensure they are more resilient to withstand extreme weather events. Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key corporate planning documents (referenced in Section 2.1), which support environmental sustainability and climate risk mitigation and adaptation. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Emerging Technology	Asset construction techniques and associated materials are currently undertaken in line with industry standards	Alternative construction techniques and materials with durability and sustainability benefits will continue to become more readily available and standardised.	Improvements in construction techniques and materials could result in improved asset durability, increased asset lifespans, reduced whole-of-life costs and improved environmental outcomes.	Continue to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices.
	Asset management systems and condition audit methodologies are in line with industry standards and best practice.	Asset management systems and technology will continue to evolve over time, particularly with respect to the collection of condition data and monitoring of asset deterioration over time.	Improved asset information and systems will enable improved decision making and efficiencies with respect to optimising whole-of-life-costs and managing asset risks.	
Legislation & Regulation	Legislation exists which outlines requirements for how Council's must manage infrastructure assets.	There is potential for future changes to legislation will influence how Council's infrastructure is managed.	New legislation may impose or require changes to asset management planning principles and activities. They may include requirements that have a financial and/or service level impact that must be met.	Continue to monitor changes to legislation and ensure appropriate adaptation into asset management practices. Any material impacts would be considered as part of the Annual Business Plan and Budget process and included in the next revision of the Asset Management Plan.

4.4 Asset Programs to meet Demand

The new assets required to meet demand will be acquired, donated or constructed. Additional assets are discussed in Section 5.5

Acquiring new assets will commit City of Adelaide to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs.

All upgrade/new projects responding to demand will involve developing business cases, cost estimates and facilitating decision making to integrate upgrade/new project initiatives with operational asset management planning and the Long-Term Financial Plan. This process will be facilitated with Council and the Community through the Annual Business Plan & Budget Process.

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5

Table 4.5 Managing the Impact of Climate Change on Building Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increasing temperatures and more frequent, long-running and intense heatwaves	The number of days over 40°C to double by 2050 Average temperatures to increase across all seasons by between 1.5°C and 2°C by 2050	Increased heat related damage to buildings Reduced lifespan of building assets Increased costs to provide the same level of service Premature obsolescence as functionality is not met Refuge buildings may be required to provide refuge spaces for vulnerable members of our community	Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will include: • Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to withstand extreme heat events . • Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost. • Reducing the impacts of heat through providing additional rest and refuge areas for the community
Less rain overall but more intense storms and flooding	Average annual rainfall to decrease by 7% by 2050 Intensity of heavy rainfall events to increase by at least 10% by 2050	Increased stormwater related damage to assets Reduced lifespan of building assets Increased costs to provide the same level of service Premature obsolescence as functionality is not met Standard building components like gutters may need to be replaced with increased capacity to withstand more intense rainfall events	Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will consider: • Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to increased flood risk and inundation. • Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost. • Developing a stormwater management plans to identify assets at risk.

The impact of climate change on assets is a new and complex discussion and further impacts and management strategies will considered and developed in future revisions of this Asset Management Plan. It is recommended to continue monitoring the impacts of climate conditions and associated cost implications as further investigation is undertaken and more data becomes available. This is included as a key action within this Asset Management Plan's Improvement Plan.

5. LIFECYCLE MANAGEMENT PLAN

5.1 Lifecycle Management Overview

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

An overview of the asset lifecycle is shown in Figure 5.1 below:

Figure 5.1: Asset Lifecycle Overview

The lifecycle management plan details how CoA plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.2   Background Data

5.2.1   Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.2.1 and all figure values are shown in current day dollars.

Table 5.2.1: Assets covered by this Plan

Asset Category	Asset Sub-Category	Quantity	Replacement Value
Corporate	Town Hall Complex	3	$91.3 million
	Colonel Light Centre	1	$40.5 million
	London Road Depot	1	$13.3 million
	Park 10 Nursery	11	$0.8 million
	Garden Sheds & Horticulture Hubs	22	$1.4 million
Community	Libraries & Community Halls	2	$5.2 million
	Park Lands Sports Clubs & Grandstands	63	$37.5 million
	Adelaide Aquatic Centre	1	$39.6 million
	Park Lands Businesses	2	$0.4 million
Commercial	North Adelaide Golf Links	4	$4.2million
	U-Park Buildings	6	$186.8 million
	Central Market Precinct	2	$55.4 million
	Commercial Buildings	7	$13.2 million
	Investment Properties	5	$10.5 million
Facilities	Public Conveniences	41	$9.4 million
Leased*	Leased Building	13	n/a
Total		184	$510 million

While our leased buildings do not hold any financial value, they are recognised as assets due to ongoing operational and maintenance costs required.

5.2.2   Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies and consideration to address is part of future strategic and asset planning. Locations where deficiencies in service performance are known are detailed in Table 5.2.2.

Table 5.2.2: Known Service Performance Deficiencies

Location	Service Deficiency
Park Lands Sports Clubs	User engagement and ongoing leaseholder feedback has identified that a number of Park Lands sports club buildings are not providing fit-for-purpose facilities to meet the current needs of sporting clubs, lacking gender specific changing facilities and toilets. This Asset Management Plan has been prepared in alignment with the draft Park Lands Community Buildings Policy (currently under development). It is anticipated that the approval and delivery of priority upgrades to specific Park Lands sports clubs (supported by asset renewal funding allocated within this Asset Management Plan), will address these functionality deficiencies.
Golf Links Clubhouse	User engagement has identified that parts of the North Adelaide Golf Links Clubhouse are not fit-for-purpose, requiring improvements to building accessibility, change rooms and toilets. A concept design is currently being prepared that will consider opportunities to improve the functionality and accessibility of the clubhouse. It is anticipated that the approval and delivery of upgrade works to support renewal funding allocated within this Asset Management Plan will address these functionality deficiencies.
Public Toilets	User engagement has identified that there was a perceived lack of facilities across the city and within the Park Lands and there was a requirement for further investment in new public conveniences. It is anticipated that the completion of a public toilet strategy (currently under development in FY23/24) and the subsequent initiation, funding, and delivery of new and upgraded public toilet projects will incrementally bridge the gap between customer expectations and service provisions over time.
Nursery Facility and Horticulture Hubs	The Nursery Facility (located in park 10) and Horticulture Hubs (located across the Park Lands) are all aging assets that are approaching their end of serviceable lives. User engagement has identified that the facilities and not considered fit-for-purpose, as they do not have adequate capacity to accommodate the field staff who utilise these buildings. A staffing accommodation review and development of concept design options for these building facilities will be proposed through the Business Plan and Budget. It is anticipated that the approval and delivery of upgrade works to support renewal funding allocated within this Asset Management Plan will address these functionality deficiencies.
Rundle Street U-Park	Rundle Street U-Park was originally constructed in 1977 and is approaching the end of its design life. The building is planned for redevelopment within the 10-year planning period of this Asset Management Plan, with the existing structure having a forecast remaining useful life of 8 years.

5.2.3   Asset condition

Condition is measured using a 1 - 5 grading system as detailed in Table 5.2.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.2.3: Condition Grading System

Condition Grading	Description of Condition
1	**Very Good**: free of defects, only planned and/or routine maintenance required
2	**Good**: minor defects, increasing maintenance required plus planned maintenance
3	**Fair**: defects requiring regular and/or significant maintenance to reinstate service
4	**Poor**: significant defects, higher order cost intervention likely
5	**Very Poor**: physically unsound and/or beyond rehabilitation, immediate action required

Buildings are typically condition audited every 4 years, with the most recent audit undertaken in 2021. Figure 5.2.3 presents the predicted buildings network condition distribution as of November 2023. Overall, majority of the buildings portfolio is rated in a very good to fair condition (90%), with a small proportion of assets rated in poor condition (10%). It is important to note that a significant amount of building components are rated in a fair condition (72%) and ongoing investment will be required to ensure levels of service are maintained in conjunction with minimising whole-of-life costs (i.e. prevent increased maintenance and renewal costs from not renewing assets at the appropriate time).

Figure 5.2.3: Building Portfolio Condition Profile

- Very Good (Condition 1) - 4%
- Good (Condition 2) - 14%
- Fair (Condition 3) - 72%
- Poor (Condition 4) - 10%
- Very Poor (Condition 5) - 0%

Overall Condition Index - 2.9

Condition 1 **Condition 2** **Condition 3** **Condition 4** **Condition 5**

Chart categories (top to bottom): Pumphouse, Garden Sheds & Horticulture Hubs, Leased buildings, Public Convenience, Investment Properties, Commercial Buildings, Central Market Precinct, U-Park Buildings, North Adelaide Golf Links, Park Lands Businesses, Adelaide Aquatic Centre, Park Lands Sports Clubs and Grandstands, Libraries and Community Halls, Park 10 Nursery, London Road Depot, Colonel Light Centre, Town Hall Complex

5.3   Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, asset inspection and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Requirements for maintenance works are informed by both proactive maintenance inspections as well as customer service requests. Typical examples of maintenance activities include cleaning gutters, painting ceilings and walls, servicing air conditioning units and minor structural repairs.

Proactive maintenance inspections are undertaken on critical building components including electrical services, mechanical services, fire services and vertical transport (i.e. elevators) to inform:

- Legislative Maintenance – corrective works to ensure assets are maintained in accordance with legislation (Planning, Development & Infrastructure Act)

- Preventative Maintenance – preventative works to ensure critical building components are regularly serviced and repaired to enable reliable service provision

- General Maintenance – corrective works to address general maintenance defects

Customer service requests generally inform general maintenance programs.

General maintenance activities are evaluated and prioritised with respect to annual budgets. This process is undertaken by experienced staff, where risk-based assessment and resource allocation considers the criticality of the defect. Any critical maintenance requirements that cannot be accommodated within existing budgets and assessed through regular budget reviews to ensure resources are appropriately re-allocated.

Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for the Buildings Portfolio, with a view to formalise response times for different types of general maintenance defects, and provide an acceptable balance between cost, risk, and customer expectations. This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

Updated maintenance standards will document both intervention levels and response times. Intervention levels will document the criteria for actioning maintenance defects and response times will set targets that we aim to work within to repair defects. Typically, both of these elements will vary depending on the severity of the defect as well as its position/location within the asset hierarchy.

Monitoring whether maintenance activities are being delivered in accordance with the specified intervention levels and response times, will enable us to understand whether resourcing levels are sufficient. Where resourcing levels are identified as insufficient, additional budget requirements can be considered through the business plan and budget process, or intervention levels and response times can be adjusted with respect to budget constraints.

5.3.1 Maintenance Budget Trends

The trend in maintenance budgets for all buildings asset trade disciplines over the past 4 years is shown in Table 5.3.1.

Table 5.3.1: Maintenance Budget Trends

Year	General	Electrical	Plumbing	HVAC	Fire	Lift	Total
2020/21	$545,652	$160,492	$129,463	$68,475	$82,124	$17,077	$1,003,283
2021/22	$796,774	$121,120	$206,418	$95,110	$135,591	$18,081	$1,373,094
2022/23	$891,917	$79,633	$145,698	$195,050	$84,369	$5,108	$1,401,775
2023/24	$851,589	$123,027	$185,365	$159,300	$87,479	$6,580	$1,413,340

5.3.2 Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class, category and sub category used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. The hierarchy for the Buildings asset class is shown in Table 5.3.2.

Table 5.3.2: Asset Category Hierarchy

Asset Class	Asset Category	Asset Sub-Category
Buildings	Corporate	Town Hall Complex
		Colonel Light Centre
		London Road Depot
		Park 10 Nursery
		Garden Sheds & Horticulture Hubs
	Community	Libraries & Community Halls
		Park Lands Sports Clubs & Grandstands
		Adelaide Aquatic Centre
		Park Lands Businesses
	Commercial	North Adelaide Golf Links
		U-Park Buildings
		Central Market Precinct
		Commercial Buildings
		Investment Properties
	Facilities	Public Conveniences
	Leased*	Leased Building

5.3.3 Summary of future operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

The forecast operations and maintenance costs relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3 Future revisions of the Asset Management Plan review these forecast requirements based on updated operations and maintenance standards and acquired assets. All values are shown in current day dollars.

Figure 5.3.3: Operations and Maintenance Summary
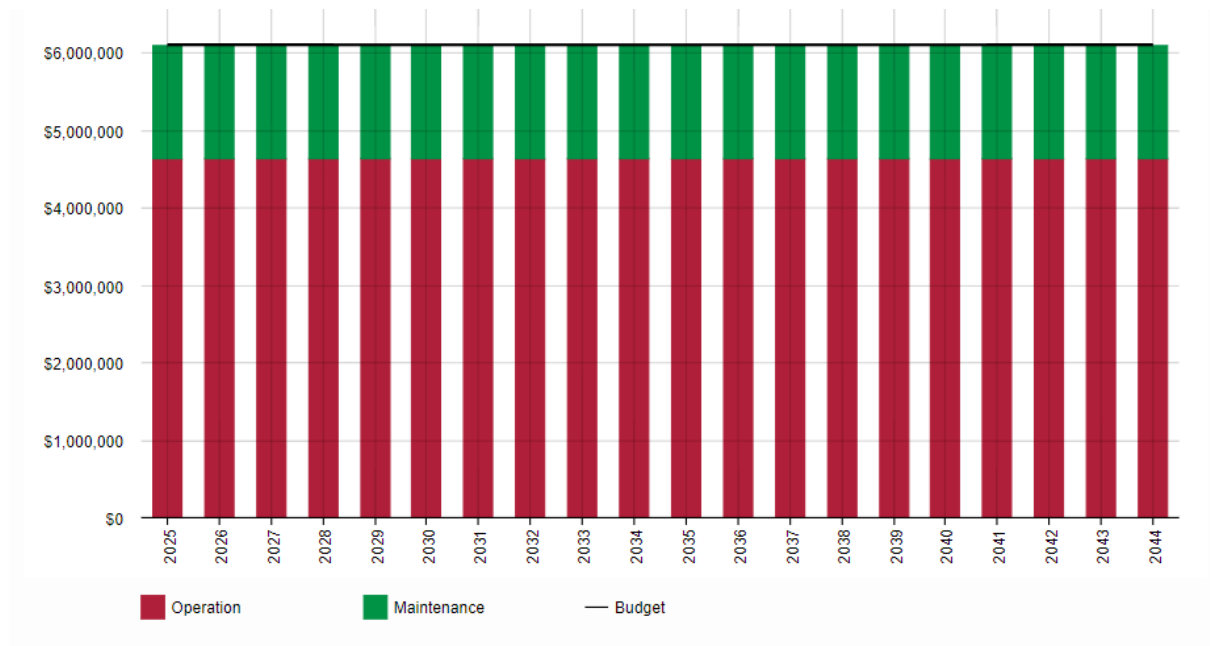
5.4   Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition (new/upgrade) resulting in additional future operations and maintenance costs.

Asset renewal is typically undertaken to:

- Ensure ongoing reliability of existing infrastructure to deliver the service it was constructed to facilitate
- Ensure infrastructure is of sufficient quality to meet the service requirements
- Optimise whole-of-life costs, when maintenance activities are no longer economical

This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. Assets can generally be cost effectively maintained and provide appropriate levels of service up to a fair condition, however assets in poor and very poor condition have higher risk profiles and maintenance treatments are generally not economical. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs.

It is important to note that our heritage assets do have a different lifecycle management approach, where more frequent cyclic rehabilitation and conservation works are undertaken to ensure assets are maintained in accordance with conservation management plans.

Asset renewal planning is undertaken with a holistic and integrated approach, to ensure consideration is given to asset functionality, adjacent assets and Council's higher-level strategic objectives (e.g. new and upgrade requirements). This allows capital works programming to be optimised through the development of logical works packages, that provide value to the community and minimise disruption.

Within this Asset Management Plan, asset renewal requirements have been forecast for years 1-5 utilising replacement cost and remaining useful life estimates identified through a combination of condition audits, maintenance inspections and engineering recommendations. For years 6-20, the Plan recognises the replacement of full building structures at their forecast end of life, as well as provides an ongoing funding provision aligned with the average annual asset consumption, to fund anticipated minor component renewals and rehabilitation treatments. Recognising building assets at a more granular level, has been identified within this Asset Management Plan's improvement plan to enable more comprehensive condition auditing and more accurate predictive deterioration modelling, to improve renewal forecasting and overall asset management practices.

It is important to understand that infrastructure networks are comprised of assets with varying age profiles and different useful lives and replacement costs. This results in having to replace more assets in some periods when compared with others and means that it's very unlikely that asset renewal needs will be consistent over time. Figure 5.4 highlights a typical scenario of varying asset renewal expenditure requirements over the asset lifecycle.

Figure 5.4: Asset Network Lifecycle Renewal Needs
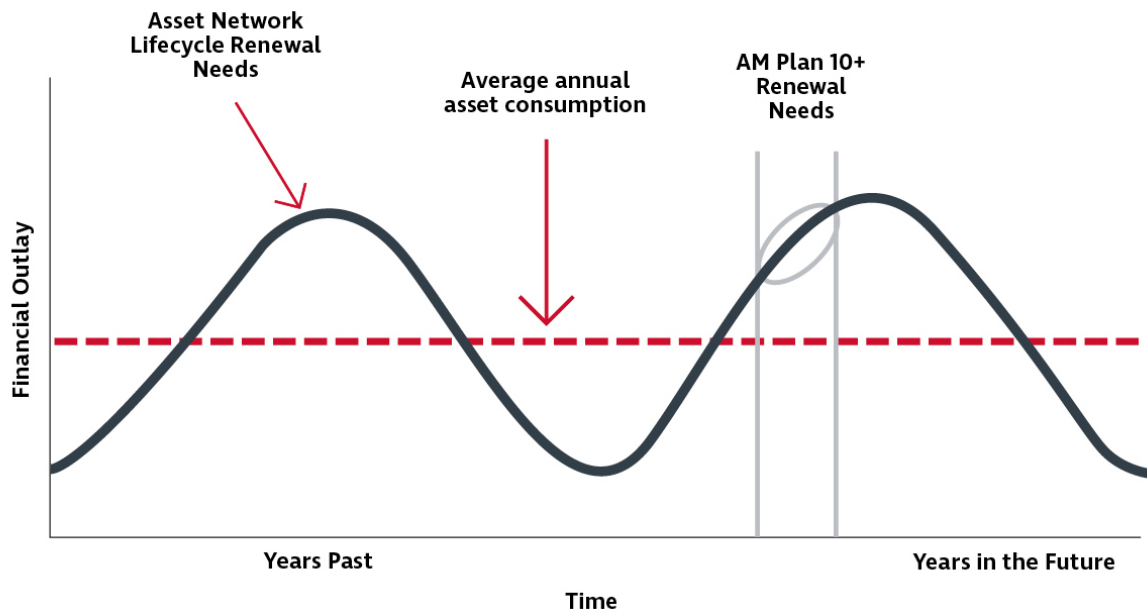
To account for fluctuations in asset lifecycle renewal needs and enable efficient resourcing planning, often there will be a need to smooth out expenditure requirements over multiple years through a combination of deferring renewal (where appropriate) and bringing scheduled works forward.

At times, this may result in a small number of assets exceeding prescribed renewal intervention criteria, requiring projects to be prioritised with respect to available budget. It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a higher consequence of failure
- Have higher usage and the subsequent impact on users would be more significant
- Have higher than expected operational and maintenance costs

Prioritisation criteria used to inform the renewal forecasts within this Asset Management Plan include:

- Compliance with current legislative requirements
- Asset condition
- Asset hierarchy and criticality
- Cost effectiveness of maintenance investment
- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Community interest

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.4. Asset useful lives were last reviewed in 2023.

Table 5.4: Useful Lives of Assets

Asset Component	Useful life *
Electrical Services	30 years
Fire Services	30 years
Fitout and Fittings	20-80 years
Hydraulic Service	25 years
Mechanical Service	35 years
Roof Structure	40 years
Structure	80-250 years
Vertical Transport Services	30 years

* A range in useful life represents varying management strategies across heritage and standard building components. Heritage assets are typically conserved (rather than replaced) through refurbishment and rehabilitation works delivered in accordance with conservation management plans. Therefore, they are recognised to have a longer useful life than standard building components.

5.4.1 Summary of Future Renewal Costs

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (target less than 5%) and prohibit assets reaching condition 5 (target 0%). To enable this, increased renewal funding of $12.1 million, $15.2million, $16.6 million, $12.2 million, and $12.1 million is required over the first five years to address the initial renewal backlog and forecast renewal requirements. $60 million is forecast across years 8 and 9, accounting for the Rundle Street U-Park reaching the end of its useful life. For preliminary planning purposes, renewal forecasts have assumed the full replacement of the Rundle Street U-Park, however a strategic review will be undertaken in the coming years with an accompanying Council Report, to determine whether Council retain the asset, redevelop the asset or dispose/sell the asset. Renewal forecasts reduce to $9.05 million from years 6 to 8 as well as years 10 to 20 to address the forecast medium to long term renewal requirements.

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for the building portfolio is shown in Figure 5.4.1. below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall in the first five years, as well as years 8 and 9 (Rundle U-Park replacement, not previously accounted for in LTFP). Not funding the shortfall will result in the health of the building portfolio steadily deteriorating over time, resulting in increased whole-of-life costs and risks of asset failure that cannot be rectified through maintenance resources. It is important to note that the renewal forecast does recognise surplus funding for specific years (5 to 7 and 10 to 20), when considered with respect to the Long-Term Financial.

Figure 5.4.1: Forecast Renewal Costs

Buildings Asset Management Plan

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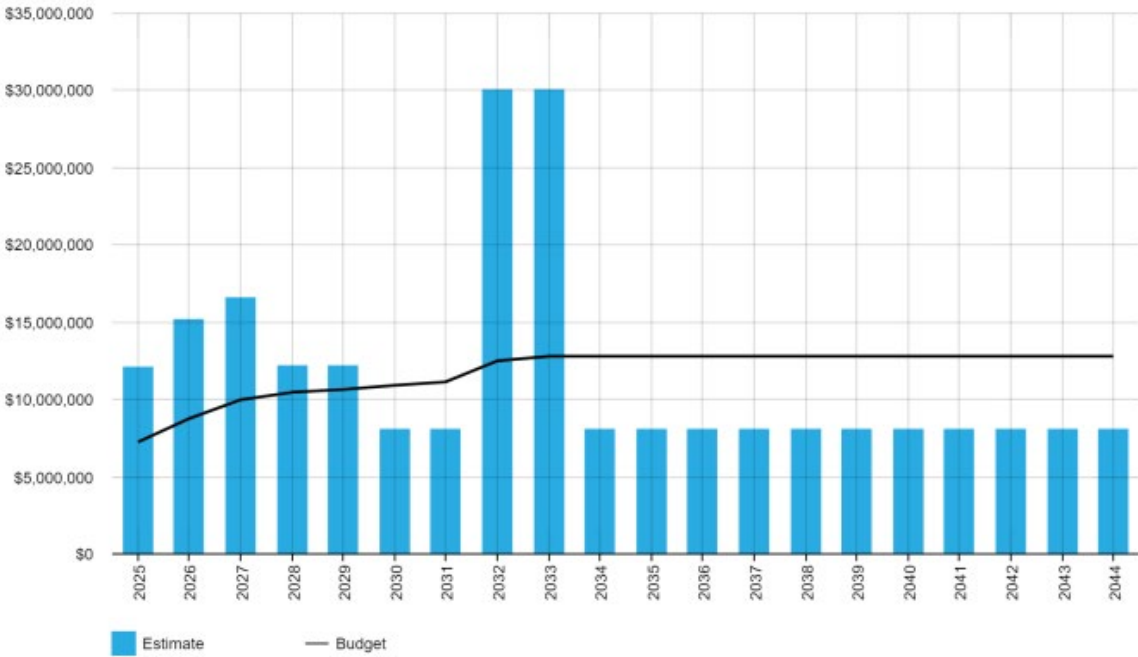
5.5   Acquisition of Assets (New & Upgrade)

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Adelaide.

Opportunities for acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, initiatives identified within strategic plans and corporate strategies as well as partnerships with third parties (e.g. State Government and Developers).

Potential new and upgrade works should be reviewed to verify that they are essential to City of Adelaide's needs and include analysis to understand ongoing operations, maintenance and renewal requirements to ensure that the services are sustainable over the longer term.

While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required renewal scheduling is aligned (where practical) with key new and upgrade initiatives linked to our Strategic Plan through Integrated Delivery Planning.

Prioritisation and scheduling of new and upgrade works is currently undertaken on an annual basis through the business plan and budget process, where key prioritisation criteria include:

- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Asset condition
- Compliance with current legislative requirements
- Community interest

The Resource Plan will provide a 4-year view of new and upgrade projects, resources, and budgets required to deliver our Strategic Plan objectives. It will inform the Long-Term Financial Plan and act as the key link between the Strategic Plan and Annual Business Plan & Budget.

Transformational new and upgrade projects will reference the Adelaide Design Manual that have allocated funding within the Resource Plan and Long-Term Financial Plan.

5.6   Disposal of Assets

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Disposal can be considered when an asset has been identified as underperforming, underutilised, or obsolete and does not provide value to the community.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports. To enable informed decision making, reports will include any anticipated impacts to service provision as well as financial impacts including disposal costs, revenue gained and estimated reductions in annual operations and maintenance expenditure that will be included into the Business Plan and Budget and Long-Term Financial Plan.

5.7   Summary of Asset Forecast Costs

The total financial projections from this Asset Management Plan are shown in Figure 5.7 below. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the budget as endorsed in the current LTFP.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The budget as endorsed in the current LTFP line indicates the estimate of available funding. The gap between the forecast work and the budget as endorsed in the current LTFP is discussed in detail within sections 5.3 and 5.4.

Figure 5.7: Lifecycle Summary
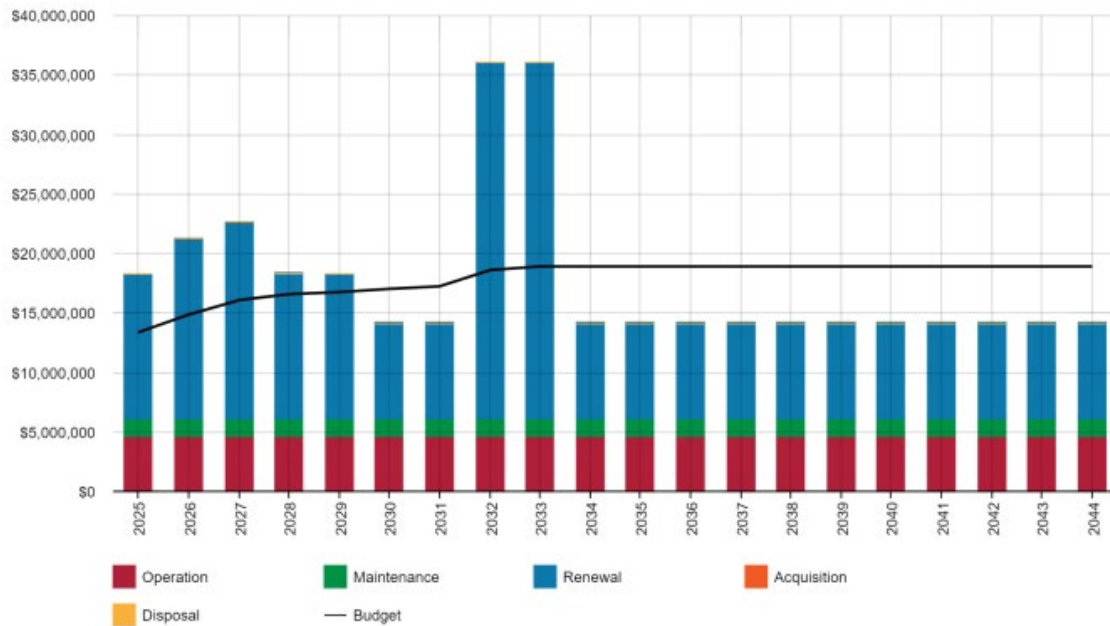
6.   RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'[4].

An assessment of risks[5] associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event `occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1   Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset/ Component	Failure Mode	Impact
Corporate Buildings	Failure of critical building components	Significant impact to Council operations and service provision
Commercial Buildings	Failure of critical building components	Loss of commercial revenue, resulting in significant risks to councils' financial sustainability
Structure	Structural deterioration or failure	Restricted access resulting in significant disruption or fatality as a result of collapse.
Fire Services	Non-conformance with National Construction Code and/or Ministers Specifications	Public safety risks associated with building not safe for occupation. Certificate of occupancy revoked by Building Fire Safety Committee.
Electrical Equipment	Failure of critical subcomponents and equipment	Public safety risks associated with loss of power resulting in building not being fit for occupation as essential safety provisions are compromised.
Vertical Transport	Failure of critical subcomponents and equipment	Failure results in significant building disruption and prohibits building accessibility for people of all ages and abilities.
Mechanical	Failure of critical subcomponents and equipment	Failure of critical mechanical components in complex structures (e.g. ventilation) will render the building unoccupiable.

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[4] ISO 31000:2009, p 2

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2   Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

Fig 6.2 Risk Management Process – Abridged

(Source: ISO 31000:2018, Figure 1, p9)
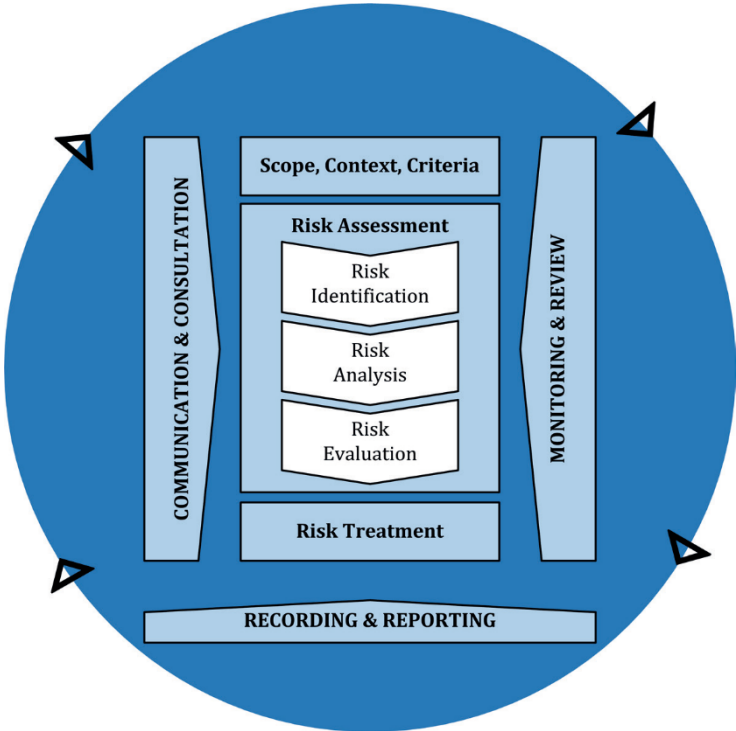
The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Extreme' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Strategic Risk and Internal Audit Group (SRIA).

Table 6.2: Risks and Treatment Plans

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
All Buildings Assets	Renewal, maintenance and operational budgets are not adopted as recommended in Asset Management Plan, resulting in increased asset risk, reduced levels of service and increased whole of life costs	High	Reduce levels of service, to better align asset management activities with financial constraints. This will result in renewal and maintenance activities being prioritised, with respect to available budgets.	Medium	Within existing resources / budgets
	Increasing demands placed on the building portfolio with growing numbers of users, resulting in increased level of service expectations.	High	Delivery of prioritised upgrade/new projects identified within corporate strategies and action plans to enhance the building portfolio and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community.	Medium	Upgrade/new projects are considered as part of the Annual Business Plan & Budget
	CoA do not have the financial capacity to undertake all recommended upgrades in conjunction with asset renewal projects to address functionality deficiencies and strategic objectives.	High	Upgrade opportunities associated with significant renewal projects are discussed with Council on an annual basis through the Business Plan and Budget Process. Prior to allocating resources to detailed design and construction activities, concept design options are developed with cost estimates and presented to CoA's Senior Leadership Team, to confirm project priority in conjunction with the recommended scope and timing of works.	Medium	Upgrade/new projects are considered as part of the Annual Business Plan & Budget
	Compromised decision making caused by insufficient asset information	High	Continue to regularly collect and update asset condition and financial information in our asset management system, to inform sound decision making.	Medium	Within existing resources / budgets
	Accelerated asset deterioration and technical obsolescence, resulting in assets requiring renewal earlier than scheduled within Asset Management Plan.	High	Undertake regular condition audits and routine maintenance inspections to understand asset deterioration trends. Review emerging renewal priorities on a regular basis and update the 4-year renewal plan through the business plan and budget process on an annual basis as required.	Medium	Within existing resources / budgets
	Increasing operational and maintenance requirements and costs	High	Undertake routine maintenance inspections and maintenance planning to proactively identify financial risks associated with maintenance requirements to provide the agreed level of service. Review and update maintenance standards, intervention levels and response times following adoption of Asset Management Plan. Utilise established processes through the annual business plan and budget to submit a business case to re-forecast additional operational and maintenance costs.	Medium	Within existing resources / budgets
	Gifted assets or major works undertaken by third-parties are not constructed in accordance with CoA standards and specifications, resulting in inheriting assets that are not fit-for-purpose and/or have significant and unreasonable ongoing operating and maintenance requirements.	High	Infrastructure agreements are established with third-parties to ensure proposed works are designed and constructed in accordance with CoA standards and requirements. Defects and omission inspections are undertaken following the completion of works to ensure compliance with CoA standards and/or infrastructure agreement.	Medium	Within existing resources / budgets

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
Leased Assets	Buildings that are leased to commercial businesses or community groups are not maintained, resulting in premature asset failure and unplanned rectification costs.	High	Lease agreements are established with third parties, with regular inspections to ensure buildings are appropriately maintained.	Medium	Within existing resources / budgets
Corporate Buildings	Failure of critical building component (listed below) resulting in a significant impact to council services and operations	Very High	Corporate buildings are monitored on a regular basis through regular condition audits, proactive maintenance inspections, legislative maintenance programs and preventative maintenance programs.	Medium	Within existing resources / budgets
Commercial Buildings	Failure of critical building component (listed below), resulting in loss of commercial revenue and significant risks to councils' financial sustainability	Very High	Commercial buildings are monitored on a regular basis through regular condition audits, proactive maintenance inspections, legislative maintenance programs and preventative maintenance programs.	Medium	Within existing resources / budgets
Building Structure	Structural failure of building assets as a result of lifecycle deterioration, resulting in catastrophic events, including death.	Very High	The condition of all building assets is monitored on a regular basis through condition inspections which are undertaken every 4 years, with more regular inspections undertaken for specific assets. Significant renewal and rehabilitation requirements identified are incorporated into renewal forecasting of asset management plans and essential maintenance requirements that are identified through inspections are considered through the Annual Business Plan and Budget process.	Medium	Inspections are funded within existing resources / budgets. Additional maintenance budget requirements are considered where required annually
Fire Services	Non-conformance with National Construction Code and Ministers Specifications, resulting in certificate of occupancy being revoked by Building Fire Safety Committee.	Very High	Proactive maintenance inspections are undertaken for all fire service equipment, to ensure assets are maintained in accordance with legislative requirements, with Form 3's submitted annually.	Medium	Within existing resources / budgets
Electrical Equipment	Failure of critical subcomponents and equipment, where a loss of power may result in a building becoming unoccupiable as essential safety provisions are compromised.	Very High	Proactive maintenance inspections are undertaken on electrical equipment, to inform both legislative and preventative maintenance programs to ensure equipment remains operative.	Medium	Within existing resources / budgets
Vertical Transport	Failure of critical subcomponents and equipment, resulting in significant building disruption and prohibiting building accessibility for people of all ages and abilities.	Very High	Proactive maintenance inspections and servicing is undertaken on all vertical transport assets, to ensure assets are maintained in accordance with Safe Work SA regulations and reman operative.	Medium	Within existing resources / budgets
Mechanical	Failure of critical mechanical components in complex structures (e.g. ventilation) will render the building unoccupiable.	Very High	Proactive maintenance inspections and servicing is undertaken on all mechanical building components, to ensure equipment remains operative.	Medium	Within existing resources / budgets

6.3   Infrastructure Resilience Approach

The resilience of our infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Ensuring we remain resilient to the impacts of projected future climate will require ongoing investigation, monitoring and adaption within future revisions of this Asset Management Plan. This has been recognised as a key action within the Improvement Plan (Chapter 8).

Table 6.3: Resilience Assessment

Threat / Hazard	Assessment Method	Current Resilience Approach
Increasing temperatures and more frequent, long-running and intense heatwaves	Data SA Climate Projections for South Australia Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include: • Continuing to work with industry to identify new/superior products (or new applications) for application in CoA • Investigate methods to decrease heat load and improve thermal efficiency and ventilation in buildings
Less rain overall but more intense storms and flooding	Data SA Climate Projections for South Australia Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include: • Development of flexible spatial flood modelling layers in GIS

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

Based on our current Long-Term Financial Plan budgets, there are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years.

Maintenance & Operations

While all proactive maintenance inspections and legislative maintenance works are fully accommodated within existing funding, not all preventative and general maintenance works can be accommodated within existing budget allocations to meet user and community expectations. Currently, general maintenance activities are evaluated and prioritised with respect to available budgets. While make-safe treatments are always undertaken as soon practical (generally within 24 hours), we are currently unable to undertake all works within the timeframes aligned with user and community expectations.

Following the completion of this Asset Management Plan, we will be updating maintenance standards to formalise maintenance intervention levels and response times, with the objective of establishing an acceptable balance between cost, risk, and customer expectations. This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

Renewal

There is an estimated $4.76 million renewal funding shortfall on average per year over the next 10 years, to continue to provide services in line with community expectations and reduce whole-of-life costs.

Acquisition (New & Upgrade)

It will not be possible to deliver all new and upgrade initiatives identified within corporate strategies and action plans within the 10-year planning period. New and upgrade initiatives will be prioritised and assessed against key criteria (see section 5.5) and considered with respect to available budgets. This process will be undertaken in consultation with the community through the annual business plan and budget process and the development of the Resource Plan.

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced levels of service for the building portfolio (maintenance and renewal backlog)

- Reduced customer satisfaction levels associated with the management of our existing assets.

- Intergenerational inequity (burdening future generations)

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Increased public safety risks associated with assets deteriorating beyond recommended intervention levels.

- Increased reputational risks associated with service provisions not aligning with community expectations.

- Increased financial risks associated with surplus maintenance requirements that cannot be accommodated within existing budgets.

- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time.

- Increased financial risk associated with loss of commercial revenue, resulting in significant impacts to Council's financial sustainability.

- Legal risks associated with not being able to manage assets in accordance with leasing agreements and not achieving legislative compliance.

- Intergenerational inequity (burdening future generations)

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1   Financial Sustainability and Projections

7.1.1   Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years)

- Medium term forecast costs/current budget (over 10 years of the planning period)

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio[6] is 69%. This is an important indicator and illustrates that over the next 10 years we expect to have 69% of the funds required for the optimal renewal of assets. The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix C.

Contributing factors for the gap between the forecast renewal costs and current budgets include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.

- Undertaking a comprehensive review of the current condition of our assets and re-forecasting asset renewal requirements to maintain service levels within this Asset Management Plan.

- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (We have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Medium Term – 10 Year Financial Planning Period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the current budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs for the buildings portfolio over the 10 year planning period is approximately $21.35 million on average per year.

The current (budgeted) operations, maintenance and renewal funding is approximately $16.6 million on average per year giving a 10 year funding shortfall of approximately $4.76 million on average per year.

This indicates that 78% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the current budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

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[6] AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

7.1.2   Forecast Costs (outlays) for the Long-Term Financial Plan

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long-Term Financial Plan. A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan or revising the Long-Term Financial Plan.

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are shown below in Table 7.1.2, where forecast costs are shown in 2024/25 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2024/25	$0	$4,649,539	$1,462,640	$12,114,000	$0
2025/26	$0	$4,649,539	$1,462,640	$15,200,000	$0
2026/27	$0	$4,649,539	$1,462,640	$16,585,000	$0
2027/28	$0	$4,649,539	$1,462,640	$12,200,000	$0
2028/29	$0	$4,649,539	$1,462,640	$12,160,000	$0
2029/30	$0	$4,649,539	$1,462,640	$8,050,000	$0
2030/31	$0	$4,649,539	$1,462,640	$8,050,000	$0
2031/32	$0	$4,649,539	$1,462,640	$30,000,000	$0
2032/33	$0	$4,649,539	$1,462,640	$30,000,000	$0
2033/34	$0	$4,649,539	$1,462,640	$8,050,000	$0

For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required.

7.2   Funding Strategy

The proposed funding for assets is outlined in the City of Adelaide Annual Business Plan and Budget and Long-Term Financial Plan.

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair value cost to replace service capacity in accordance with Australian Accounting Standards.

Gross Replacement Cost	$509.4 million
Depreciable Amount	$509.4 million
Depreciated Replacement Cost[7]	$230.8 million
Depreciation	$9.38 million
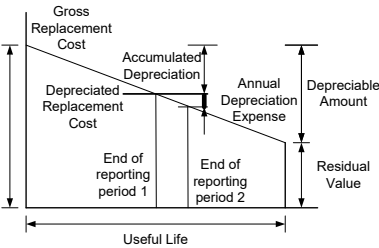
7.3.2 Valuation Forecast

Asset values are forecast to increase as additional assets are added to the network.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Increases to asset valuation are formally recognised through asset revaluations in conjunction with updates to Asset Management Plans, which are both typically undertaken every 4 years.

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[7] Also reported as Written Down Value, Carrying or Net Book Value.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this Asset Management plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- All current assets will remain within the organisation's ownership throughout the planning period

- Renewal forecasts associated with Rundle U-Park assume the full replacement of the existing structure. However a strategic review will be undertaken in the coming years with an accompanying Council Report, to determine whether Council retain the asset, redevelop the asset or dispose/sell the asset. Outcomes will be revised into this Asset Management Plan and Long-Term Financial Plan in the future as soon as practical

- Renewal forecasts are based on costs associated with like for like or modern equivalent replacement and are based off current design standards and any legislated requirements. They do not account for additional costs to upgrade assets or install new ancillary assets

- Asset renewal forecasts have been determined for years 1-5 utilising replacement cost and remaining useful life estimates identified through a combination of condition audits, maintenance inspections and engineering recommendations. For years 6-20, the Plan recognises the replacement of full building structures at their forecast end of life, as well as provides an ongoing funding provision aligned with the average annual asset consumption, to fund anticipated ongoing minor component renewals and rehabilitation treatments.

- Renewal forecasts have been escalated into FY24/25 dollars (based on historic and forecast inflation) and have been derived using asset valuation data for the full replacement of building assets and Rawlinson estimates for partial renewal or rehabilitation works within years 1-5 of the Plan.

- Renewal forecasts account for external design requirements, where costs are allocated within each FY of the Asset Management Plan as a "Design Program" (approximately 5% of annual construction costs)

- Renewal forecasts consider asset condition, asset functionality, legislative requirements and integrated planning principles.

- Renewal forecasts do not account for internal staff resourcing. These resources are to be allocated through a capital resource overhead and accommodated into the Long-Term Financial Plan separately

- Asset useful lives align with current levels of service and are based on the judgment and experience of internal staff

- Asset remaining useful life estimates have been determined based off asset condition data, engineering recommendations, renewal intervention levels aligned with current levels of service and judgement and experience of internal staff

- Asset useful life and remaining useful life estimates assume existing maintenance resourcing levels are continued

- Acquisition (upgrade/new) costs are not recognised within this Asset Management Plan. These costs will be recognised in the Resource Plan and incorporated into Long-Term Financial Plan separately

- Operations and maintenance forecasts are prioritised and delivered with respect to existing budget (standards to be reviewed and associated cost impacts to be incorporated into a future revision of this Asset Management Plan)

- Operations and maintenance forecasts do not currently account for the future acquisition of new assets through upgrade/new projects or gifted assets (to be considered through the annual business plan and budget and incorporated into future revisions of this Asset Management Plan)

- The Long-Term Financial Plan will appropriately escalate financial outlays communicated within this Asset Management Plan

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale[8] in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for the reliability of data used in this Asset Management Plan is considered to be of a medium confidence level. Further, more granular assessment is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	High	Based off known requirements and known costs for condition audits, utility costs and cleaning contracts

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[8] IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Maintenance forecast	Medium	Proactive maintenance inspections, legislative maintenance activities and some preventative maintenance activities are accurately forecasts in line with contracted works. However general maintenance programs and some preventative maintenance activities are only forecast as budget allocations that are prioritised annually.
Asset values	Medium	Asset revaluation was last undertaken in 2020/21. Renewal forecast represent anticipated costs to deliver works in 2024/25 dollars
Asset useful lives	Medium	In line with industry standards with regular review
Condition modelling	Medium	Buildings condition audit was undertaken in 2021 and has been validated by internal staff to be of reliable quality. Further works are recognised in the improvement plan to define assets at amore granular level to improve condition auditing and deterioration modelling.
Disposal forecast	Low	Not accommodated within this Asset Management Plan

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices[9]

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is from the accounting module of CoA's Asset Management System (Assetic).

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is from CoA's Asset Management System (Assetic).

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.	Strategy, Insights & Performance, with organisational support; Infrastructure Planning	Within existing resource allocations	2024-25
2	As part of the Strategic Property Review, determine whether the Rundle Street U-Park is retained, or alternatively redeveloped or disposed/sold. Revise asset renewal forecasts within the Asset Management Plan, as soon as practical.	Strategic Property, Infrastructure Planning, Financial Planning & Reporting	Within existing resource allocations	2024-25
3	Finalise the Park Lands Community Building Policy and identify priority Sporting Club upgrade projects for inclusion into the Resource Plan. Review any significant impacts to existing asset renewal programs.	Community Lifestyle, Infrastructure Planning	Within existing resource allocations	2024-25
4	Finalise the Public Toilet Strategy and identify key priority projects for inclusions into the Resource Plan. Review any key impacts to existing asset renewal programs.	Park Lands Planning, Infrastructure Planning	Within existing resource allocations	2024-25
5	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.	City Services and City Shaping Executive	Within existing resource allocations	Ongoing

Buildings Asset Management Plan

6	Review and update operations and maintenance standards, to establish intervention levels and response times for general and preventative maintenance programs, finding an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.	Infrastructure Planning; City Operations	Within existing resource allocations	2024-25 2025-26
7	Continue to undertake regular condition audits and revaluation for all our building assets within the nominated 4-year cycles, including regular review of asset useful lives.	Infrastructure Planning	Within existing resource allocations	Ongoing
8	Continue to review our technical standards and their application with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.	Infrastructure Planning; Technical Services	Within existing resource allocations	Ongoing
9	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.	Sustainability; Infrastructure Planning	Within existing resource allocations	Ongoing
10	Improve the capture of carbon emission data for technical standards to support lower carbon decision making	Low Carbon & Circular Economy; Infrastructure Planning; Technical Services	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
11	Improve the capture of carbon emission data for project procurement to support lower carbon decision making	Low Carbon & Circular Economy; Procurement; Infrastructure Delivery	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
12	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis	Strategy, Insights & Performance; Infrastructure Planning	Within existing resource allocations	2024-25
13	Review and update building asset hierarchies, asset classes/subclasses and naming conventions	Infrastructure Planning; Spatial Systems	Within existing resource allocations	2024-25
14	Review customer / building user service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities	Infrastructure Planning; City Operations; Customer Centre	Within existing resource allocations	2024-25
15	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement	Infrastructure Planning; City Operations	Within existing resource allocations	2024-25
16	Review how assets are recognised within the Asset Management System and update the asset data schema and hierarchy to better reflect the complex nature of the assets. This will enable more granular data collection and enhanced outcomes for predictive scenario modelling	Infrastructure Planning, Spatial Systems	Within existing resource allocations	2024-25 2025-26

Buildings Asset Management Plan

8.3   Monitoring and Review Procedures

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

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

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within two years of a general Council election, pursuant to section 122 of the Local Government Act 1999 (SA).

8.4   Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long-Term Financial Plan

- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the Asset Management Plan

- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans

- The Asset Renewal Funding Ratio achieving the Organisational target (90-110%)

- Achieving Technical Level of Service objectives

- Reviewing changes to customer service request numbers and customer satisfactory surveys

- Progressing with the implementation of Improvement Actions identified in Table 8.2

- Reviewing and update of the Plan at minimum every four years

9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM

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

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

- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney

- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney

- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6

- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8

- ISO, 2014, ISO 55000:2014, Overview, principles and terminology

- ISO, 2018, ISO 31000:2018, Risk management – Guidelines

- City of Adelaide 2020-2024 Strategic Plan, https://www.cityofadelaide.com.au/about-council/plans-reporting/strategic-planning/

10. APPENDICES

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Appendix A   Operation Forecast

The forecast operational costs for the building portfolio are shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

Table A1 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	$4,649,539	$0	$4,649,539
2025-26	$4,649,539	$0	$4,649,539
2026-27	$4,649,539	$0	$4,649,539
2027-28	$4,649,539	$0	$4,649,539
2028-29	$4,649,539	$0	$4,649,539
2029-30	$4,649,539	$0	$4,649,539
2030-31	$4,649,539	$0	$4,649,539
2031-32	$4,649,539	$0	$4,649,539
2032-33	$4,649,539	$0	$4,649,539
2033-34	$4,649,539	$0	$4,649,539
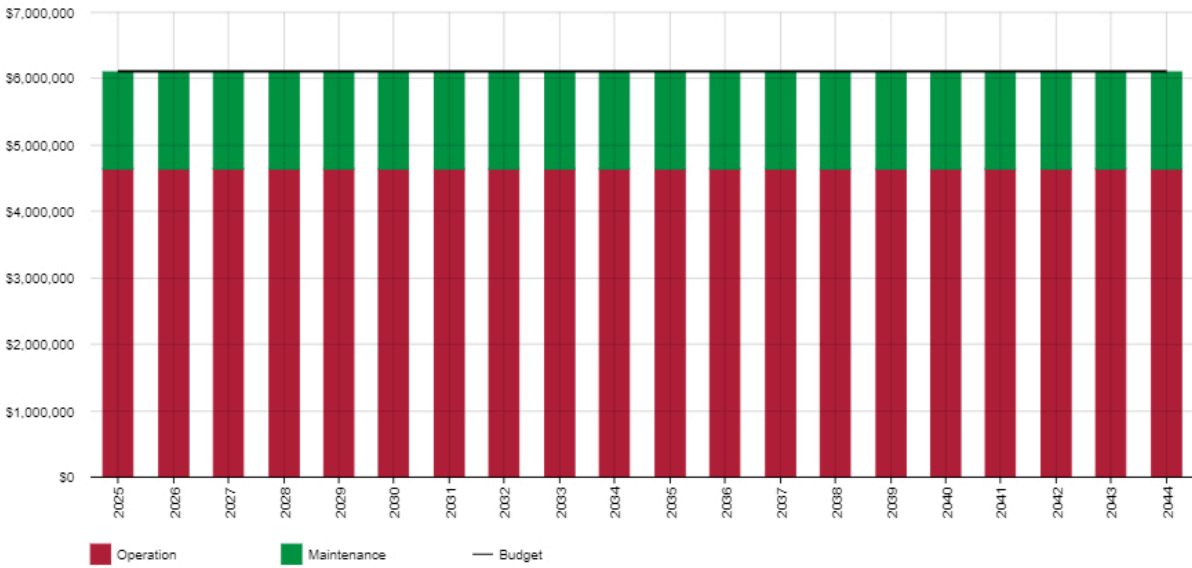
Appendix B   Maintenance Forecast

The forecast maintenance costs for the buildings portfolio is shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

Table B1 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	$1,462,640	$0	$1,462,640
2025-26	$1,462,640	$0	$1,462,640
2026-27	$1,462,640	$0	$1,462,640
2027-28	$1,462,640	$0	$1,462,640
2028-29	$1,462,640	$0	$1,462,640
2029-30	$1,462,640	$0	$1,462,640
2030-31	$1,462,640	$0	$1,462,640
2031-32	$1,462,640	$0	$1,462,640
2032-33	$1,462,640	$0	$1,462,640
2033-34	$1,462,640	$0	$1,462,640
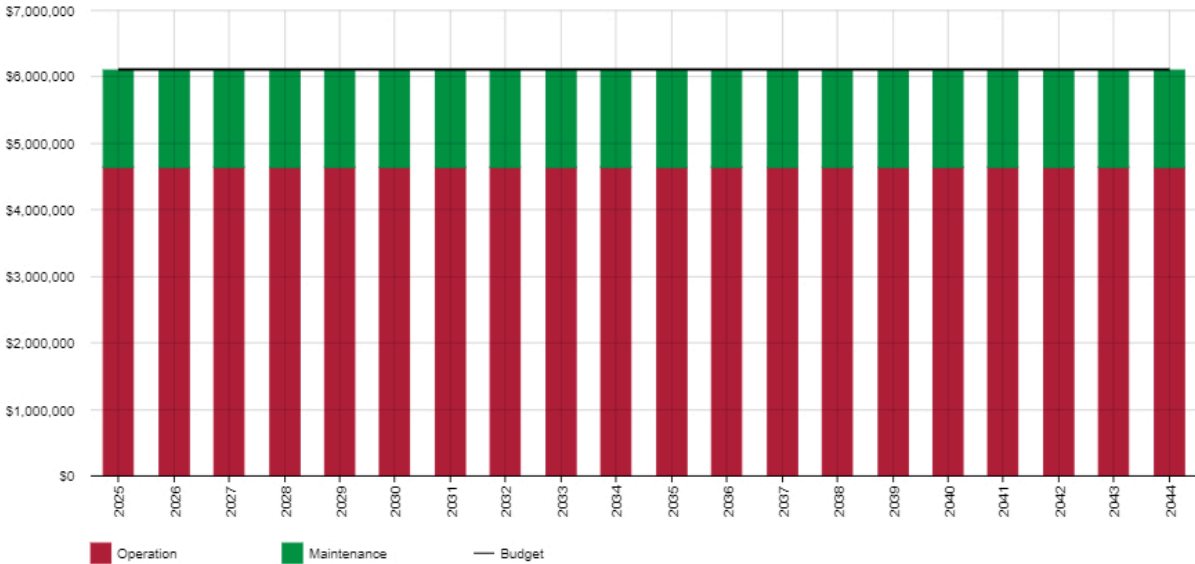
Appendix C   Renewal Forecast Summary

The forecast renewal costs for the building portfolio, relative to current renewal budgets are shown below, in conjunction with the annual renewal budget shortfall and the cumulative budget shortfall over the 10-year planning period. All Forecast costs are shown in 2024-25 dollar values.

Table C1 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	$12,114,000	$7,248,000	-$4,866,000	-$4,866,000
2025-26	$15,200,000	$8,538,000	-$6,662,000	-$11,528,000
2026-27	$16,585,000	$9,737,000	-$6,848,000	-$18,376,000
2027-28	$12,200,000	$10,211,000	-$1,989,000	-$20,365,000
2028-29	$12,160,000	$10,349,000	-$1,811,000	-$22,176,000
2029-30	$8,050,000	$10,673,000	$2,623,000	-$19,553,000
2030-31	$8,050,000	$10,885,000	$2,835,000	-$16,718,000
2031-32	$30,000,000	$12,212,000	-$17,788,000	-$34,506,000
2032-33	$30,000,000	$12,500,000	-$17,500,000	-$52,006,000
2033-34	$8,050,000	$12,500,000	$4,450,000	-$47,556,000

Across the 10-year planning period, the forecast renewal costs are $152.4m, with a current budget allocation of $104.8m, resulting in a cumulative budget shortfall of -$47.6 m. This equates to an asset renewal funding ratio of 69%.
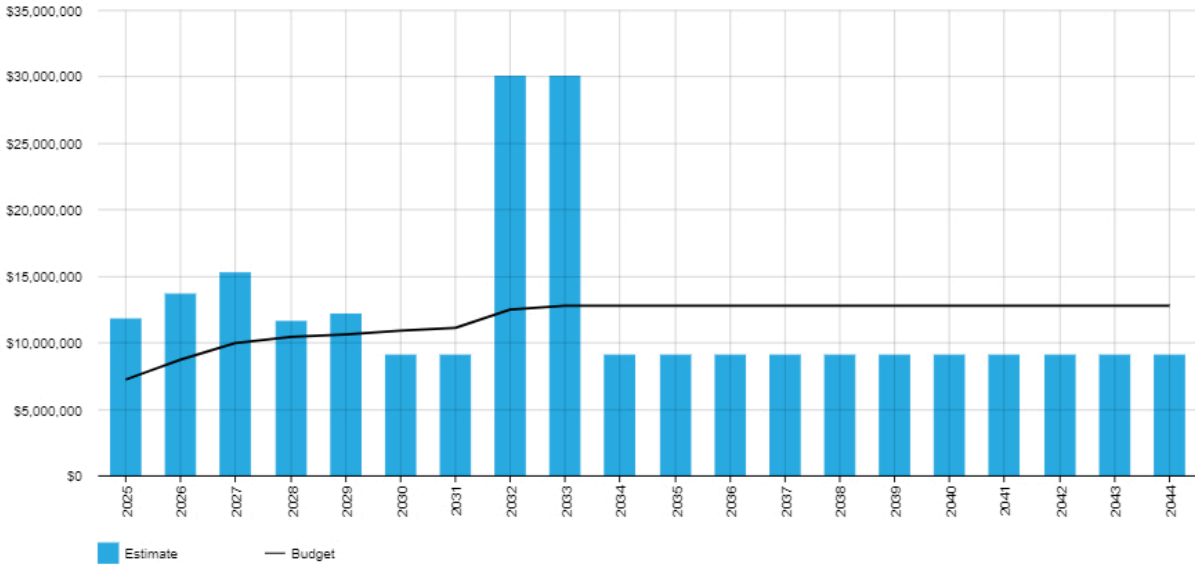
Appendix D   Budget Summary by Lifecycle Activity

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are provided in shown below. These costs include renewal, maintenance, and operations of our existing assets. For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and are accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required. All forecast renewal costs are shown in 2024/25 dollar values and operations/maintenance costs are shown in 2023/24 dollar values.

Table D1 – Budget Summary by Lifecycle Activity

Year	Acquisition *	Operation	Maintenance	Renewal	Disposal
2024-25	$0	$4,649,539	$1,462,640	$12,114,000	$0
2025-26	$0	$4,649,539	$1,462,640	$15,200,000	$0
2026-27	$0	$4,649,539	$1,462,640	$16,585,000	$0
2027-28	$0	$4,649,539	$1,462,640	$12,200,000	$0
2028-29	$0	$4,649,539	$1,462,640	$12,160,000	$0
2029-30	$0	$4,649,539	$1,462,640	$8,050,000	$0
2030-31	$0	$4,649,539	$1,462,640	$8,050,000	$0
2031-32	$0	$4,649,539	$1,462,640	$30,000,000	$0
2032-33	$0	$4,649,539	$1,462,640	$30,000,000	$0
2033-34	$0	$4,649,539	$1,462,640	$8,050,000	$0

*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

Figure D1: Budget Summary by Lifecycle Activity

Appendix E   Asset Condition State Overview & Renewal Intervention Levels
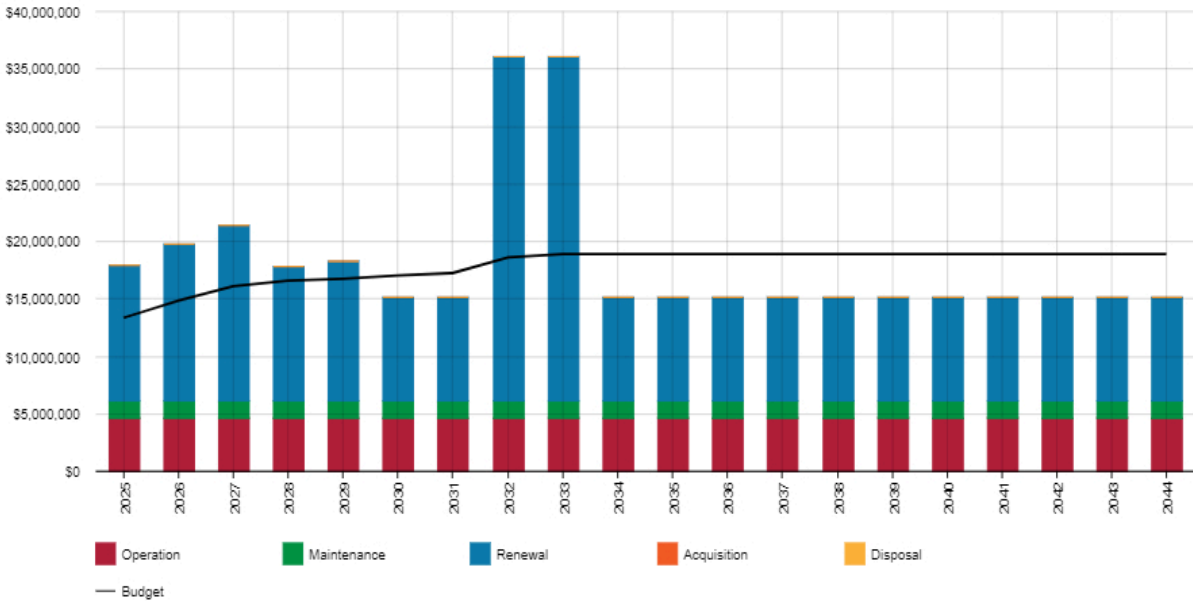
Table E1.1: Renewal Condition Intervention Levels

Asset Component	Useful life *
Electrical Services	30 years
Fire Services	30 years
Fitout and Fittings	20-80 years
Hydraulic Service	25 years
Mechanical Service	35 years
Roof Structure	40 years
Structure	80-250 years
Vertical Transport Services	30 years

* A range in useful life represents varying management strategies across heritage and standard building components. Heritage assets are typically conserved (rather than replaced) through refurbishment and rehabilitation works delivered in accordance with conservation management plans. Therefore, they are recognised to have a longer useful life than standard building components.

Draft Naming Policy for Roads

Strategic Alignment - Our Places

Public

Tuesday 21 May 2024

Infrastructure and Public Works Committee

Program Contact:
Mark Goudge, Associate Director Infrastructure

Approving Officer:
Tom McCready, Director City Services

EXECUTIVE SUMMARY

The *Local Government Act 1999 (SA)* requires Council to have a policy relating to the naming of public and private roads. Council has a policy; however, it was adopted in 2000 and has not been reviewed since then.

A review has been undertaken and has resulted in the development of a revised policy, which is now titled the 'Naming Policy for Roads'. The main change from the existing policy is that minor roads (lanes etc) may now be named.

This report seeks the Committees recommendation for Council to adopt the Draft 'Naming Policy for Roads'.

RECOMMENDATION

The following recommendation will be presented to Council on 28 May 2024 for consideration.

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts the 'Naming Policy for Roads' as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024.

2. Notes that the 'Naming Policy for Roads' as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024 will supersede the Road Naming Policy adopted by the City Projects Committee on 13 June 2000.

3. Authorises the Acting Chief Executive Officer (or delegate) to make minor, typographical, syntactical and technical updates to the 'Naming Policy for Roads' as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024, to finalise the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Places
Policy	This report requests that Council consider and endorse a revised policy relating to the naming of public and private roads. The revised policy is titled 'Naming Policy for Roads'.
Consultation	The Surveyor-General is responsible for advising the minister responsible for the *Geographical Names Act 1991 (SA)* (the Minister for Planning) in relation to the naming of places in South Australia. The Surveyor-General was consulted in relation to the drafting of the revised policy (Naming Policy for Roads).
Resource	Internal resources were used in researching and drafting the revised policy (Naming Policy for Roads).
Risk / Legal / Legislative	The *Local Government Act 1999 (SA)* requires Council to have a policy relating to the naming of public and private roads.
Opportunities	If Council adopts the revised policy (Naming Policy for Roads) it will have the ability to assign names to the numerous lanes that are currently unnamed.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The revised policy (Naming Policy for Roads) will remain relevant until such time as Council determines a review or further revision.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Section 219(1) of the *Local Government Act 1999 (SA)* (the Act) gives a council the power to assign a name to, or change the name of:-

    1.1. a 'public road'

    1.2. a 'private road'

    1.3. a 'public place'.

2. Section 219(5) of the Act requires a council to prepare and adopt a policy relating to the naming of 'public roads', 'private roads' and 'public places'.

3. In relation to Council's obligation to adopt a policy for the naming of 'public roads' and 'private roads', on 13 June 2000 the City Projects Committee adopted the 'Road Naming Policy' (Link 1). This policy is now overdue for review.

4. The Administration has completed this review and is now requesting that Council consider the adoption of the revised policy, which will be known as the 'Naming Policy for Roads' (as contained in **Attachment A**).

5. The Administration is requesting that Council adopt the new policy because, whilst section 219(6) of the Act provides that a council may alter a policy or substitute a new policy in relation to naming, Council has not delegated that power.

6. The most significant changes between Council's 'Road Naming Policy' (current) and the 'Naming Policy for Roads' (proposed) are set out below:

    6.1. Changes to reflect the naming conventions that are contained within AS/NZS 4819:2011 ("Rural and Urban addressing"), which was developed after the 'Road Naming Policy' was adopted by Council in 2000.

    6.2. The requirements for different consultation processes depending on whether a road is "major", or "minor" being replaced with a more general requirement that "broader consultation should be considered if the road name being assigned or changed is for a major road or if the name being proposed could be considered contentious".

    6.3. All roads ('public roads' and 'private roads') may be named under the new policy. The 'Road Naming Policy' did not allow this, stating that:

    > *"Where a minor road has no property fronting onto it, or it is considered to be only a minor access lane to a small number of properties, then Council will not allocate a street name to it."*

    There are many roads (both 'public roads' and 'private roads') that fit this definition yet would benefit from having a name (including the roads shown on this map (Link 2) noting there are various benefits in a road having a name (beyond addressing purposes) - including for asset management purposes and emergency services purposes.

7. The Surveyor-General is responsible for advising the minister responsible for the *Geographical Names Act 1991 (SA)* (the Minister for Planning) in relation to the naming of places in South Australia. The Surveyor-General was consulted in relation to the drafting of the 'Naming Policy for Roads'.

8. In relation to Council's obligation to adopt a policy for the naming of 'public places' (refer to paragraph 1.3), Council does not currently have a policy.

    8.1. The Administration is currently working with the Surveyor-General to address anomalies with the names that have been assigned by Council in the Park Lands.

    8.2. Once that work has been completed the Administration will bring a further report back to Council, requesting its consideration and policy adoption for the naming of 'public places'.

Next steps

9. If Council adopts the 'Naming Policy for Roads', notice will be given in the SA Government Gazette, The Advertiser and on the City of Adelaide website, as required under section 219(7) of the Act'.

DATA AND SUPPORTING INFORMATION

Link 1 – 'Road Naming Policy' (existing)
Link 2 – Unnamed roads

ATTACHMENTS

Attachment A – Naming Policy for Roads

- END OF REPORT -

NAMING POLICY FOR ROADS

PURPOSE

Section 219(1) of the *Local Government Act 1999 (SA)* gives a council the power to assign a name to, or change the name of:-

- a *public road*
- a *private road*
- a *public place*

Section 219(5) of the *Local Government Act 1999 (SA)* requires a council to prepare and adopt a policy relating to the assigning of names to *public roads*, *private roads* and *public places*. The purpose of this Policy is to meet Council's legislative requirements in relation to *public roads* and *private roads*.

STATEMENT

The assigning of a name to (or the changing of a name of) *public roads* and *private roads* will be in accordance with the following policy positions:

1. ***Public roads* or *private roads* that Council may <u>assign</u> a name to**
    Pursuant to section 219(1a) of the *Local Government Act 1999 (SA),* Council will assign names to all *public roads* created by land division.

    Council will assign a name to all *public roads* that have properties fronting onto them; however, Council may assign names to *public roads* that do not have properties fronting onto them it if it considers it appropriate to do so.

    Council may assign names to *private roads* if it considers it appropriate to do so, irrespective of whether the road has properties fronting onto it. This may include *private roads* within hospitals, universities and retirement villages.

    The owners of *private roads* are not obliged to seek Council approval for naming their roads. However, they should be encouraged to select a name that complies with this Policy and is endorsed by Council, noting that Council has the power to change the name of a *private road* if it considers it appropriate to do so (refer to paragraph 2).

2. ***Public roads* or *private roads* that Council may <u>change</u> the name of**
    Council may change the name of a *public road* or *private road* if it considers it appropriate to do so, noting that road names are supposed to be enduring and should only be changed when necessary.

Notwithstanding Council's powers to change the name of a *public road* or *private road*, including in circumstances when the existing name does not comply with the principles outlined in this Policy (as discussed in paragraph 3), it is acknowledged that it may, sometimes, be impractical for the names of those roads to be changed.

3. **Principles to be observed when assigning a name to (or changing the name of) a *public road* or *private road***

   3.1 Source
   Every road name shall consist of a 'name' (e.g. Currie, Grenfell) followed by a 'type' (e.g. Street, Road). Sources for the 'name' element can be anything, but may include:

   - Aboriginal names taken from the Kaurna language
   - Eminent people who have a strong connection with the City of Adelaide
   - People who have made a significant contribution to the betterment of the City of Adelaide and/or its community
   - Local history

   3.2 Uniqueness
   A single length of road shall have only one name.

   A named road shall include only one section navigable by vehicles. Unconnected navigable sections, such as when separated by an unbridged stream, pedestrian segment, railing (or other traffic blocking infrastructure) etc. shall be assigned separate names.

   The name element of a road name, regardless of any difference in the road 'type', shall not be:-

   - the same as an existing road name; or
   - similar in spelling to an existing road name; or
   - similar in sound to and existing road name.

   in the City of Adelaide (and preferably not in the State either).

   3.3 Propriety
   Road names within the following categories will not be used:-

   - names that are offensive, racist, derogatory or demeaning.
   - names that are incongruous (out of place).
   - names that are associated with a current business, company or commercial enterprise.

   If a road is proposed to be named after a person:-

- The name of <u>living</u> persons should be avoided, being used only in exceptional circumstances.
- A given name or initials will only be included with a family name where it is essential to identify an individual or where it is necessary to avoid ambiguity.
- A balance between genders should be sought (for names assigned following adoption of this Policy).
- The names of people associated with past practices that are no longer considered socially acceptable shall not be used.

3.4 Spelling

Road names should be easily pronounced and spelt and should be easily understood when written or in a conversation; however, in the case of Kaurna names it is accepted that a name which may appear at first to be complex will, over time, become familiar and easy to use within the community.

Where a road name is derived from Kaurna language it shall comply with the written form as approved by the Kaurna community.

Where it is intended that a road have the same name as a place or feature with an approved geographical name, particular care will be taken to ensure that the correct spelling of the official place name is adopted as shown in the State Gazetteer.

Where the spelling of a road name has been changed by long established local usage, unless there is a particular request by the local community to retain the original name, the spelling that is sanctioned by general usage will be adopted.

Road names will not contain abbreviations e.g. the "Creek" in "Wallaby Creek Road" must not be abbreviated. There are, however, two exceptions, "St" will always be used in place of "Saint" and it is acceptable to use "Mt" for "Mount".

The apostrophe mark in road names will be omitted in the possessive case e.g. "Smith's Road" will be "Smiths Road".

Road names will avoid the use of the possessive "s" unless the euphony becomes harsh e.g. "Devil Elbow".

The use of hyphens will be avoided in road names. However, hyphens may be used when naming a road after a person with a hyphenated name.

A road name shall not contain Arabic numerals (e.g. '3' or '4th') or Roman numerals. Where numbers are used they will be written in full (e.g. Fifth Avenue, Ten Mile Road).

A road name shall have the same spelling as any name from which it is derived (e.g. McDonnell and McDonnell Road, not McDonnell and MacDonnell Road).

3.5 Form

A road name should not include a preposition (e.g. Avenue of the Allies)

A road name shall not include qualifying terminology, a cardinal indicator, or a similar *prefix* (e.g. Upper, New, North, South) unless the road name is derived from a name which includes it.

Similarly, a directional or similar device shall not be used as a *suffix* to uniquely define road extremities (e.g. White Road East and White Road West). Notwithstanding, where an existing road with a single road name is <u>subsequently</u> bisected as a result of traffic management planning or some other reason, it may be appropriate to delineate each half of the road by the addition of a compass point *suffix* for the purposes of assisting with locating the appropriate part of the road.

Unduly long road names and road names composed of two or more words should be avoided, noting that some roads require a two-word name because of their geographic relationship e.g. Proof Range Road.

3.6 Type

As discussed in paragraph 3.1, every road name shall consist of a 'name' (e.g. Currie, Grenfell) followed by a 'type' (e.g. Street, Road). The 'type' shall be selected from Appendix A in AS/NZS 4819:2011 and shall convey the function and characteristics of the Road as described in the Appendix.

4. Consultation

Council will consult with the owners of land adjoining a *public road* or *private road* when it proposes to assign a name to, or change the name of, the road. Broader consultation should be considered if the road name being assigned or changed is for a major road or if the name being proposed could be considered contentious.

Council will consult the local Kaurna community when choosing Kaurna names or using words from the Kaurna language.

Council will consult with the owner of a *private road* (where identifiable after reasonable enquiries) if it proposes to assign a name to, or change the name of, the road.

Pursuant to section 219(2) of the *Local Government Act 1999 (SA)*, if Council proposes to change the name of a *public road* that runs into the area of an adjoining council, Council must give the adjoining council at least two months'

notice of the proposed change and consider any representations made by the adjoining council in response to the notice.

A council's powers to assign a name to, or change the name of, a *public road* pursuant to section 219(1) of the *Local Government Act 1999 (SA)* does not apply to roads that are vested in or under the care, control and management of the Commissioner of Highways. Rather, the Commissioner of Highways has the power to name these roads (pursuant to section 26(6) of the *Highways Act 1926 (SA))*. Notwithstanding this, there are no roads that are under the care, control and management of the Commissioner of Highways in the City of Adelaide because section 2 of the *Highways Act 1926 (SA)* states that the Act does not apply to the City of Adelaide.

Notwithstanding this, Council will consult with the Commissioner of Highways on any proposal to assign a name to (or change the name of) a public road that runs into the area of an adjoining council in circumstances where the road in the adjoining council area is under the care, control and management of the Commissioner of Highways.

5.   **Notification**

Pursuant to section 219(3)(a) of the *Local Government Act 1999 (SA)*, Council must notify the Registrar-General, Surveyor-General and Valuer-General if it assigns a name to, or changes the name of, a *public road* or *private road*. The use of the single established email contact (AGD.Addressing@sa.gov.au) for this notification will suffice as this information is then processed through the Address Road Integrated Database (ARID) for incorporation into the data maintained by the three Generals.

Pursuant to section 219(4) of the *Local Government Act 1999 (SA)*, Council must give *public notice* (as defined in the *Local Government Act 1999 (SA)*) of a decision to assign a name to, or change the name of, a *public road* or *private road*.

6.   **Date of effect of assigned or changed road name**

The date of effect of the new or changed road name will be determined at the time of the decision to assign the name, so as to allow sufficient time for all stakeholders to make arrangements to ensure a smooth transition. The date of effect will be determined after considering:

- with respect to changing the name of a road, the impact on existing property owners, residents, tenants and occupiers. For example, the time required to advise relevant parties to change letterhead, stationery and advertising references;
- potential confusion for people using maps and street directories that effectively become out of date; and
- the desire of some developers to sell property 'off the plan' and the opportunity for new owners to know their future address at an early stage.

OTHER USEFUL DOCUMENTS

Related documents
- AS/NZS 4819:2011 – "Rural and urban addressing"
- Local Government Association - "Model policy for the selection of road names".

Relevant legislation
- *Local Government Act 1999 (SA)*
- *Geographic Names Act 1991 (SA)*

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

public road – as defined in the *Local Government Act 1999 (SA)*
private road – as defined in the *Local Government Act 1999 (SA)*

ADMINISTRATIVE

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every 5 years unless legislative or operational change occurs beforehand. The next review is required in 2029**.**

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2003/14524	*City Projects Committee*	*13/06/2000*	*Original Policy*

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Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines

Strategic Alignment - Our Environment

Public

EXECUTIVE SUMMARY

The purpose of this report is to present the Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines, which:

- Establish a clear framework for facilitating the development of EV charging infrastructure at strategic locations

- Enable the market-led approach to on-street EV chargers and minimise impact on the public realm

- Provide provisions for private sector providers to trial on-street charging in residential areas where there is limited private off-street charging and constrained charging options.

This report responds to the Council decision on 23 April 2024 that:

- Endorsed the initial short-term EV charging infrastructure target to increase the number of public EV charging bays by 25, expanding to a network of up to 220 by 2030; and

- Requested that Administration seek out quality design and low-impact charging infrastructure while considering suitable safety and shading measures for on-street locations and the ability for groups of residents without off-street parking to request installation of site-specific infrastructure to facilitate EV usage.

The Operating Guidelines relate to public EV charging infrastructure at strategic locations on City of Adelaide-owned or operated land – including public realm (e.g. on-street) and commercial parking (e.g. UParks).

The Operating Guidelines cover a range of matters, including design, planning and placement, technical specification, parking controls and enforcement and operating arrangements.

Urban amenity is a key section within the Operating Guidelines which addresses visual impact, safety, lighting and crime prevention principles.

The report recommends the endorsement of the Operating Guidelines, which will be used by the Administration to inform a procurement process to progress the roll-out of EV charging infrastructure.

RECOMMENDATION

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Approves the City of Adelaide Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines contained in Attachment A to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024.

2. Authorises the Acting Chief Executive Officer or delegate to make minor, syntactical or technical amendments to the City of Adelaide Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines contained in Attachment A to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 21 May 2024.

3. Notes the intent to use the City of Adelaide Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines to inform a procurement process seeking 25 public EV charging bay at priority locations identified within the Electric Vehicle (EV) Charging Infrastructure Transition Roadmap.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Environment Lead as a Low Carbon Emissions City
Policy	The EV Charging Infrastructure Transition Roadmap is integrated as part of the draft Integrated Climate Strategy 2030.
Consultation	Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines are informed by engagement across the City of Adelaide, legislative requirements, State Government guidelines and overseas local government guidelines.
Resource	Not as a result of this report
Risk / Legal / Legislative	To support access to public EV charging stations, Operators will need to work with Council to obtain necessary permits, licenses, and or leases. Several complexities are associated with a public-private partnership in terms of the *Local Government Act 1999 (SA)*, *Adelaide Park Lands Act 2005* and Community Land Management requirements for private infrastructure on public land, which will be considered when reviewing proposals. There is potential that arrangements proposed by Operations may require Council to consider amendments to Community Land Management Plans (CLMP) pursuant to the *Local Government Act 1999 (SA).* Development Approval may also be required under the *Planning, Development and Infrastructure Act 2016 (SA)* prior to installing any EV charging stations. A valid permit, lease and/or licence does not guarantee development consent or approval. To support access to on-street electric vehicle (EV) charging stations, the State Government legislation relating to EV parking bays was Gazetted on 30 November 2023 and came into operation on 30 March 2024.
Opportunities	The provision of public EV charging infrastructure aims to support residents and businesses in areas with constrained off-street charging options and provide destination charging that supports the city's economic competitiveness and appeal to visitors for shopping, employment, tourism and enjoyment of the Adelaide Park Lands.
23/24 Budget Allocation	Funding amount of $100,000 was allocated from the Climate Change Adaptation Initiative Fund (CCAIF) for the financial year.
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Electric Vehicle (EV) Charging Infrastructure Transition Roadmap has a three-year delivery focus from 2023/24 financial year to 2026/27 financial year.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	The Electric Vehicle (EV) Charging Infrastructure Transition Roadmap proposes a partnership model to replace and expand public EV charging infrastructure in the city to reduce upfront capital costs and or ongoing maintenance of the charging network.
Other Funding Sources	The City of Adelaide will undertake a procurement process to gain market interest and understand partnership models and potential partners.

DISCUSSION

Background

1.   At its meeting on 28 March 2023 (Link 1), Council requested a report on an Electric Vehicle (EV) Transition Roadmap (EV Transition Roadmap) for consideration as part of the 2024/25 budget process.

2.   The EV Transition Roadmap was presented to the Infrastructure and Public Works Committee (the Committee) on 17 October 2023 (Link 2) and subsequently approved by Council at its meeting on 24 October 2023.

3.   The Council decision on 24 October 2023 (Link 3), requested inclusions to the EV Transition Roadmap for e-bike charging and secure storage facilities, and the development of approaches that anticipate and facilitate the increased adoption of electric cargo bikes and small commercial electric delivery vehicles. A report was presented to the Infrastructure and Public Works Committee on 16 April 2024 and approved by Council on 23 April 2024.

4.   At its meeting on 23 April 2024 (Link 4) the Council:

   4.1.   Noted the initial short-term EV charging infrastructure target is to increase the number of public EV charging bays by 25, expanding to a network of up to 220 by 2030.

   4.2.   Requested that Administration:

      4.2.1. Seek out quality design and low-impact charging infrastructure and also consider suitable safety and shading measures to be installed in on-street locations

      4.2.2. Seek advice from providers on the capacity of groups of residents without off-street parking to sponsor or request the installation of site-specific infrastructure to facilitate EV usage.

Operating Guidelines

5.   The purpose of this report is to present the Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines (**Attachment A**), which:

   5.1.   Establish a clear framework for facilitating the development of EV charging infrastructure at strategic locations;

   5.2.   Enable a market-led approach to on-street EV chargers and minimise impact on the public realm;

   5.3.   Provide provisions for private sector providers to trial on-street charging in residential areas with limited private off-street charging and constrained charging options.

6.   The Operating Guidelines relate to public EV charging infrastructure at strategic locations on City of Adelaide-owned or operated land – including public realm (e.g. on-street) and commercial parking (e.g. UParks).

7.   The Operating Guidelines cover a range of matters, including design, planning and placement, technical specification, parking controls and enforcement and operating arrangements.

8.   Urban amenity is a key section within the Operating Guidelines which addresses visual impact, safety, lighting and crime prevention principles.

9.   The Operating Guidelines specify that no advertising will be considered in the Adelaide Park Lands. Advertising is subject to consistency with the relevant Community Land Management Plan (CLMP) and additional criteria for assessment.

10. The location of the charging infrastructure will be guided by the EV Charging Infrastructure Roadmap. Locations not identified in the Roadmap may be considered subject to alignment with Council strategies, expected demand/utilisation, safety, low impact on urban amenity, electrical grid capacity, existing parking, and sufficient space.

11. The Operating Guidelines provide a consistent approach for the Administration to consider the installation, ownership, management, and removal of EV charging infrastructure on Council-owned land by third parties.

12. The Operating Guidelines do not pertain to public or private EV charging infrastructure on private land.

13. Requests from individuals, groups or organisations without off-street parking wishing to use public land for charging infrastructure will be subject to agreement between the individual, group or organisation with a third-party operator.

13.1. Operator(s) will be expected to assess private requests against a set of criteria outlined in the Operating Guidelines, any existing agreement, permits, leases and licenses in place and their own business model before submitting a request to the City of Adelaide for consideration.

14. With the potential for EV charging infrastructure demands and technology to change over time, the Operating Guidelines will be reviewed on a five year review cycle to ensure that infrastructure on Council-owned and operated land can respond to developing technologies with agility and remain available to as many users as possible.

Operating Arrangements

15. The Operating Guidelines propose a five-year tenure of operation for a public-private partnership. Longer tenure terms (a maximum of ten years) may be considered if partnership models cannot accommodate a five-year tenure due to the up-front cost of supply and installation of EV chargers.

16. The Operating Guidelines include requirements relating to customer service, monitoring, pricing, and revenue expectations of an EV charging network in the City of Adelaide.

17. Existing City of Adelaide owned and operated EV charging infrastructure will at the end-of-asset-life or by business case, be removed and where appropriate, replaced by a public-private partnership. This is to ensure consistency, reliability and standardisation of the charging network.

18. Parking controls and enforcement will be used to ensure EV chargers are actively being used and available to the community.

18.1. Idle fees, an additional charge applied to a charging session when the user's EV completes charging and remains connected to the charger, may be considered by private Operators subject to agreement with the City of Adelaide.

18.2. Idle fees may be used in areas where controls or legislative controls are difficult to enforce, do not apply (e.g. UParks), or premier locations such as main streets.

Next Steps

19. Pending a decision by the Council on the Public Electric Vehicle (EV) Charging Infrastructure Operating Guidelines a procurement process will be undertaken for the provision of EV charging infrastructure (subject to 2024/25 budget outcomes).

20. Evaluation of proposals will be undertaken by the Administration to ensure proposals align with the Operating Guidelines, the Roadmap and the City of Adelaide 2024-2028 Strategic Plan.

21. Depending on the outcomes of the procurement process and partnership model proposed, there are potential implications for Community Land Management Plan (CLMP) amendments, community consultation, and policy updates that will be addressed if, and as they arise.

DATA AND SUPPORTING INFORMATION

Link 1 – Item 15.1 - Motion on Notice - Electric Vehicle Charging Infrastructure, 28 March 2023

Link 2 – Item 7.3 - Electric Vehicle (EV) Transition Roadmap, 17 October 2023

Link 3 – Recommendations of the Infrastructure and Public Works Committee - 17 October 2023 - Recommendation 3 - Item 7.3 - Electric Vehicle (EV) Transition Roadmap, 24 October 2023

Link 4 – Recommendations of the Infrastructure and Public Works Committee - 16 April 2024 – Recommendation 7 - Item 7.7 - Electric Vehicle (EV) Charging Targets and Micro-Mobility Update

ATTACHMENTS

Attachment A – City of Adelaide Public Electric Vehicle Charging Station Operating Guidelines

- END OF REPORT -

Public Electric Vehicle Charging Infrastructure Operating Guidelines (draft)

Date this document was adopted   *Council*

PARENT DOCUMENT: Integrated Climate Strategy 2030

PURPOSE

The City of Adelaide has been an early adopter and supporter of Electric Vehicle (EV) and associated technologies. The *Integrated Climate Strategy 2030* incudes a priority to make public EV charging infrastructure available for all users, including micro-mobility, catalysing the uptake of EVs in Adelaide.

As the EV transition matures, the City of Adelaide (CoA) is no longer required to directly drive market change through the direct provision of EV charging infrastructure. The *Electric Vehicle Charging Infrastructure Transition Roadmap 2023* (the Roadmap) and the *Integrated Climate Strategy* set CoA's role as being to "use its influence and market power to strike a balance between market demand for accessible EV charging infrastructure and broader integrated transport and city outcomes". Accordingly, CoA will partner with the private sector to ensure sufficient charging infrastructure is available to city residents, workers, visitors and CoA as the market transitions to mass adoption of EVs.

This document has been established to guide the market-led rollout of public EV charging infrastructure at strategic locations on CoA-owned or operated land – including public realm (e.g. on-street) and commercial parking (e.g. UParks).

These Operating Guidelines provide a consistent approach and provisions for CoA to consider the installation, ownership, management, and removal of EV charging infrastructure on Council-owned and operated land by third parties. It does not pertain to public or private EV charging infrastructure on private land.

STATEMENT

- The City of Adelaide (CoA) will partner with the private sector to provide the community with a publicly accessible EV charging network through commercial arrangements.

- The *Integrated Climate Strategy 2030* highlights CoA's key actions and investment principles for supporting EV infrastructure in CoA.

- CoA's publicly accessible EV charging network is not intended to meet all charging needs for all visitors, residents, and businesses but to provide equitable charging opportunities. It aims to 'plug the gap' in infrastructure provided by private landholders as driving and refuelling patterns change by providing a combination of destination and on-street publicly accessible EV chargers that provide either 'top-up' or fast charge for EVs.

- These Guidelines only apply to the CoA-owned or operated land. In general, private landholders do not require approval from CoA to install charging infrastructure on privately owned property where it meets relevant Australian Standards for electrical works and safety. Exceptions may apply, for example for heritage listed buildings.

These Guidelines do not preclude CoA from considering EV charging infrastructure for a range of EV types, including:

- Private and commercial vehicles;

- Car share, for example by considering proposals from car share providers to upgrade existing spaces with EV charging infrastructure; and

- Electric micro-mobility, including e-bikes.

There is potential for EV charging infrastructure demands to change over time. The CoA will regularly review these Operating Guidelines with respect to:

- Industry best practices and emerging national standards to ensure that infrastructure on CoA owned and operated land is able to respond to developing technologies with agility and remain useful to as many users as possible; and

- The changing needs and demands for EV charging infrastructure on CoA land in relation to other potential uses of the space.

These Guidelines include:

- CoA roles and responsibilities

- Planning and placement

- Technical specifications

    o Compatibility and access
    o Charging levels and typologies
    o Operation

- Design

    o Urban amenity
    o Advertising
    o Configuration, visibility, and identification
    o Safety

- Parking controls and enforcement

- Operating arrangements

    o Eligibility and approvals
    o Operating requirements
    o Monitoring
    o Pricing and revenue
    o Procurement process.

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OPERATION   **CoA roles and responsibilities**

Park Lands and Sustainability:	Strategic direction, guidelines review, procurement processes
Infrastructure Delivery:	Delivery and implementation of EV charging infrastructure in the public realm
Commercial Parking:	Delivery and implementation of EV charging infrastructure in commercial parking locations
City Development:	Development assessment
Compliance:	Parking inspectors and vandalism
Infrastructure Assets:	Monitoring performance and asset renewal
Risk and Governance:	Lease and permit agreement

Please refer Attachment C for further detail regarding the procurement process and responsibilities.

Planning and placement

The City of Adelaide (CoA) will ensure that EV charging infrastructure installed on City of Adelaide-owned or operated land aligns with the *Integrated Climate Strategy 2030* (ICS) EV Infrastructure Investment Principles.

CoA will undertake formal procurement process for EV charging infrastructure in the public realm. Any proposals received outside of any formal procurement process will be noted and considered against the criteria outlined in these Guidelines and any existing Agreements, Permits, Leases and Licences in place.

From time-to-time, CoA will invite proposals responding to a procurement process from the market to supply, install, operate, maintain, and remove public EV charging infrastructure at locations approved by CoA. This process includes:

- CoA reviews the public charging network and identifies gaps in spatial coverage or locations of high utilisation of existing infrastructure;

- CoA uses its list of locations (e.g. streets, precincts, or parking facilities) that have been identified as priority locations for EV charging infrastructure (refer Attachment A);

- CoA invites proposals responding to a procurement process based on these locations, accompanied by:

  - A map or list of CoA-owned and operated land (sites) that fall within these locations; and

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- o Any applicable master plans or scheduled works which may impact implementation in the locations being considered.

- Operator(s) provide their proposal(s), including their proposed site(s) within the identified locations. Operator(s) demonstrate the appropriateness of the site(s) for the installation of EV charging infrastructure; and

- For infrastructure in the public realm, the CoA conducts public consultation as per the Community Consultation Policy and Local Government Act and ensures internal consultation and reference to other CoA strategies and policies.

- CoA issues Agreements with successful Operator(s).

- Permit, License and Lease will then be sought for each location identified under the Agreement subject to Development Approvals.

- Requests from individuals, groups or organisations without off-street parking seeking public electric vehicle charging infrastructure in additional locations (outside of identified locations in the Roadmap) should be made directly with selected Operator(s). Any proposal received by CoA from selected Operator(s) will be noted and considered against the criteria outlined in the Operating Guidelines and any existing Agreements.

- CoA will not consider requests from individuals, groups or wishing to use public land for private charging infrastructure.

To support the planning and placement of EV charging infrastructure, priority locations and charger quantities have been identified in the *Electric Vehicle Charging Infrastructure Transition Roadmap 2023* (the Roadmap). These have been identified based on balancing likely demand for EV charging across relevant user types, charging infrastructure typologies, as well as urban amenity. The Roadmap's priority locations include both public realm and commercial parking locations.

CoA may consider other locations for EV charging infrastructure. If other locations are to be included, these should be selected with consideration of:

- Alignment with other CoA strategies, including the *Integrated Transport Strategy* and *On Street Parking Policy*;

- Expected demand, including whether there are under-utilised EV chargers nearby that may fulfill projected needs; and

- Other placement guidelines governing public realm integration, configuration, and safety.

Within the locations selected by CoA, sites for EV charging infrastructure should be located:

- Where it can be demonstrated that the infrastructure would be useful to a high number of potential users. For example, serving multiple land uses, a high number of visitors, or being able to provide for residents in a way that does not privatise public space;

- Off-street where possible to minimise impacts on urban amenity, public and active transport, and other potential use cases of valuable and contested public space (e.g. on-street dining or urban greening);

- Where there is spare electrical grid capacity to avoid lengthy delays and costs brought on by electrical infrastructure upgrades;

- Where public parking already exists;

- Where there is sufficient space to accommodate charging infrastructure; and

- In locations that are safe and accessible. This includes consideration of lighting (if lighting is not provided with the infrastructure) and passive surveillance to enable comfortable usage by a wide user demographic at all times of the day.

Sites for EV charging infrastructure should not be located:

- In close proximity to existing off-street locations that can fulfil EV charging demands (e.g. UParks);

- Where charging infrastructure or charge cables may encroach on or cross pedestrian or cycling access;

- Where charging infrastructure would replace or directly impact other desired uses of the space, including greenery, on-street dining, bike parking, or public transport infrastructure;

- Where parking controls prohibit parking part of the time, i.e. timed bike lanes or loading zones;

- Where public access is limited.

Technical specifications

Compatibility and access

CoA is seeking EV charging infrastructure that provides universal access. There should be no exclusive use of EV charging infrastructure for particular vehicles, user groups or any other exclusionary particulars.

Public EV charging infrastructure:

- Shall use interoperable connector types that reflect present and likely future EV charging needs. This should include CCS Type 2 connectors for DC Fast Chargers, and Type 2 for AC chargers.

- EV charging infrastructure that does not require users to provide their own charging cable is generally preferred (refer Attachment B);

- Should allow payment via credit and debit card without the user requiring a smart phone, and ideally provide alternative methods such as through smart phone applications; and

- At a minimum shall include clear instructions on how to use the charger, including how to initiate and pay for the service.

Charging levels and typologies

CoA seeks to support a mixture of Level 2 and Level 3 public chargers (detailed in Table 1). The speed and type of EV charging infrastructure required should be based on the

expected user type, desired linger time, desired parking turnover rate, and the physical size of the required infrastructure relative to its proposed installation context.

Table 1: EV charger categories and associated locations

Charger level	Typical power	Typical charging speed	Physical size	Use cases	Suitable locations	Typical plug types
Level 2	7 – 22 kW Alternating Current (AC)	Up to 40 km of range per hour 2 – 6 hours for full charge	Small - Medium	Medium-term parking, including all-day or overnight parking	On-street, particularly in lower-turnover areas Off-street (including UParks)	Type 2
Level 3 (Fast / Ultra Fast)	25 – 350 kW Direct Current (DC)	Up to 150 km of range per hour 10 – 45 minutes for full charge	Medium - Large	Short-term parking locations for 'top-up'	Off-street On-street, in higher-turnover areas (provided sufficient space exists).	Combined Charging System (CCS2) CHAdeMO

Operation

EV charging infrastructure should have the capability to be operational at all times of the day and night, in all weather conditions.

Smart EV charging infrastructure incorporating demand management, advanced safety features, and bidirectional capabilities is preferred.

If charging is paused or slowed in response to demands on the electrical grid, it should be carefully managed (including through clear communication) so as not to undermine user experience.

The use of renewable energy should be prioritised, for example through price signals or green power agreements.

Consideration should be given to price structures and strategies that discourage overstay.

Design

In addition to providing charging, EV charging infrastructure and bays should be well integrated into the overall function, amenity and character of their site. Attachment B contains a high-level guideline for physical size and appearance in different contexts.

Urban amenity

Public EV charging infrastructure (particularly public realm e.g. on-street) has the potential to detract from urban amenity if not carefully managed. When evaluating proposals from Operator(s), CoA will consider the following desired outcomes:

- Use of public space is minimised and the infrastructure does not create an obstruction or hazard to pedestrians or cyclists (refer to *Encroachment Policy* and *Objects on Public Footpaths Policy*);

- Appearance of the charging equipment aligns with the character of the immediate area, with particular consideration for heritage and historic areas;

- Public EV charging infrastructure should not clutter the public realm either physically or visually; larger chargers such as typical Level 2 and Level 3 chargers may not be suitable for some locations such as residential streets.

- Any lighting included as part of the EV charging infrastructure does not produce unnecessary glare or discomfort to nearby residents (refer *Local Nuisance and Litter Control Act 2016* and *Environment Protection Act 1993*);

- EV charging infrastructure does not produce excessive noise that could cause discomfort to nearby residents (refer *Local Nuisance and Litter Control Act 2016* and *Environment Protection Act 1993*);

- EV charging infrastructure should not be placed where there are likely to be substantial infrastructure changes within 5 years;

- EV charging infrastructure should be removable or upgradeable with minimal surrounding impact;

- Crime Prevention through Environmental Design (CPTED) principles are applied; and

- The potential for public realm e.g. on-street EV charging infrastructure to be located on a parklet may be considered to minimise impacts on footpaths, or providing benefits to more people by enhancing street environments.

Advertising

The use of advertising as a revenue stream generated from EV charging infrastructure will require further consideration by the CoA. While advertising has the potential to reduce costs of delivering EV charging infrastructure, and is a common commercial model applied by infrastructure providers, there are risks, including impacts to existing public realm advertising, existing contracts, and proliferation of digital advertising panels. These risks may vary between EV charging infrastructure in the public realm (e.g. roads) and in commercial parking facilities.

If advertising on EV charging infrastructure is proposed, the CoA will evaluate the proposal based on merit, evaluating all advantages and disadvantages.

Advertising on EV charging infrastructure will not be considered for Adelaide Park Lands, including Adelaide Park Lands Roads, due to exclusions under the *Adelaide Park Lands Act 2005* and the *Adelaide Park Lands Community Land Management Plan*.

Configuration, visibility, and identification

The EV charging bay and infrastructure should be easily accessible for users, clearly identified, and consider the following design measures:

- Accessible EV charging bays should be considered where possible;

- All aspects of EV charging infrastructure and bays shall be designed and constructed in accordance with relevant Australian standards, current industry best practices, and CoA design requirements;

- All EV charging bay pavements shall be constructed to CoA's specifications (refer *Infrastructure Design Guidelines*) including sealing, kerb and guttering, and kerb ramps, where upgrades are required by CoA;

- EV charging bay signage and pavement marking requirements are included in the *Parking controls and enforcement* section of these Guidelines;

- The location of the EV charging infrastructure should consider parking bay layout and vehicle orientation to cater for EV models with front, rear, or side charging points, without requiring vehicles to undertake illegal manoeuvring to fit into the parking bay;

- Adequate lighting should be provided for the safety and security of users, to aid in the identification of the EV charging bay, and clearly show any instructions or controls; and

- The inclusion of clear wayfinding signage should be provided to create visual awareness, access and understanding.

Safety

EV charging infrastructure must include consideration for the safety of equipment users, as well as pedestrians, cyclists, and other road users. The Operator(s) shall be responsible for compliance with relevant installation legislation and safety standards. Further considerations include:

- EV charging infrastructure and bays shall be located such that they do not create a road safety hazard;

- EV charging infrastructure and bays are to be designed in compliance with relevant Australian Standards, Department for Infrastructure and Transport (DIT) requirements, and CoA specifications;

- The location of the EV charging infrastructure in relation to the charging bay shall not result in charging cables posing a hazard for pedestrians, cyclists, or other road users;

- EV charging infrastructure shall include safety features including:

  o Cables are secured and locked at the charging point during charging;

  o Charging does not start if the EV charging infrastructure cannot verify a safe connection to the vehicle;

  o Charging is automatically stopped once the EV is fully charged; and

  o Isolation with an in-built electrical safety device in the event of an electrical fault.

- EV charging infrastructure is to be designed and installed:

  o Following latest recommendations and requirements from the Metropolitan Fire Service (MFS), National Council for Fire and Emergency Services (AFAC), and Australian Building Codes Board; and

  o In consultation with the MFS to ensure that fire safety considerations are identified and risks mitigated; and

  o With advice from a specialist fire engineer in the case of EV charging infrastructure in buildings; and

  o Ideally with reference to latest global best-practice for EV charging infrastructure fire safety.

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- EV charging infrastructure shall require a plan to be put in place through collaboration with the Metropolitan Fire Service to ensure emergency access in the event of a fire or other incident; and

- EV charging bays and infrastructure should be placed with consideration of passive surveillance. EV charging infrastructure should be preferred in locations covered by the city's CCTV network.

Parking controls and enforcement

It is CoA's intent for EV charging bays are to be used predominantly for actively charging EVs only, and that other parking restrictions would still apply as per other applicable CoA parking policies, including the *On-Street Parking Policy*.

EV charging bays in the public realm

Parking controls and enforcement for EV charging bays in the public realm shall be the responsibility of CoA (refer to the *On Street Parking Policy*).

EV charging bays in the public realm should use standardised parking control signage and marking per the Australian Road Rules and the Department for Infrastructure and Transport Pavement Marking Manual.

Overstay fees (an additional charge applied to a charging session when a user's electric vehicle completes charging and remains connected to the charging station) may be considered.

EV charging bays in commercial parking

EV charging bays in commercial parking locations should include clear signage stating any requirements for using the parking space. Parking controls, enforcement and idle fees may be considered.

Operating arrangements

CoA intends to enter public-private partnerships with an Operator(s) through an Agreement(s) to provide EV charging infrastructure on CoA-owned or operated land. Agreement(s) will provide for the use of CoA land and provision of the Services in the proposed location(s).

Existing CoA owned and operated EV charging infrastructure will, at end-of-life or by business case, be removed and where appropriate may be replaced by a public-private partnership as per these Operating Guidelines.

Eligibility and approvals

- Operator(s) shall be required to obtain authorisation from CoA for the installation, maintenance, operation and removal of EV charging infrastructure on a public road, footpath, community land or other CoA-owned and or operated land.

- Where an EV charging station is proposed on a public road, pursuant to Section 221 and Section 222 of the *Local Government Act 1999 (SA)* (the LG Act), an Operator is required to obtain authorisation from CoA for the installation, maintenance, operation and removal of an EV charging station on a public road or footpath in the form of a Permit.

- CoA cannot provide an Operator(s) with a Permit for a public road or footpath for more than five (5) years. After that five (5) year period, a further permit would need to be sought to continue to operate through a procurement process. CoA cannot guarantee that commercial Operator(s) will continue beyond the first five (5) years.

- If the preferred Operator(s) cannot comply with a maximum of five (5) year tenure for public road and footpaths, CoA may choose to consider alternative Agreement arrangement.

- Where an EV charging station is proposed on Community Land, pursuant to Section 200 and Section 202 of the LG Act, an Operator is required to obtain authorisation from CoA for the installation, maintenance, operation and removal in the form of a Lease or License Agreement.

- Most land which is owned and operated by CoA, except roads, is classified as Community Land under Section 193 of the LG Act. Community Land Management Plans (CLMP) ensure CoA meets all requirements under the LG Act including details of any lease or licence over the land. As such any proposed location, expect roads, will be required amendments to the associated CLMP.

- Licence / lease over Community Land have a maximum term of five (5) years without public consultation and in line with the permitted use specified in the CLMP. With public consultation, any length up to 42 years. More than ten (10) years require ministerial consent for Adelaide Park Lands leases/licences.

- CoA owned and operated land that has been revoked from the classification of Community Land pursuant to Section 192 of the LG Act, an Operator is required to obtain authorisation from CoA for the installation, maintenance, operation and removal in the form of a Lease or License Agreement(s).

- Development Approval may also be required under the *Planning, Development and Infrastructure Act 2016 (SA)* prior to installing any EV charging stations, and a Permit, Lease and or License does not guarantee development consent or approval.

- Operators should have experience in commissioning, operating, maintaining and removing EV charging infrastructure in urban environments.

- There may be provision to increase the supply of charging stations as demand increases over the term of the Agreement, subject to approval from CoA.

- Any Agreement entered into with an Operator(s) shall be non-exclusive unless otherwise agreed.

Operating requirements

CoA should ensure that a partnership Agreement with Operator(s) includes consideration of:

- Installation

- Regular inspections and maintenance

- Customer support

- Regular reporting of usage data to CoA

- Up-to-date open-access data about charging stations, availability and utilisation

- Data protection and cyber security

- Insurances

- Provisions or arrangements for CoA-owned vehicles to use the EV charging infrastructure at some locations

- Removal and sustainable disposal at end-of-life.

Monitoring

CoA aims to monitor and evaluate the performance, issues, complaints, demand and supply of charging infrastructure that operates within CoA's areas. Key performance measures shall consider:

- Safety, including complaints and injury (users and non-users). The analysis may be undertaken by collecting data from the Operator(s), emergency services, the State Government, medical institutions, and other input provided to CoA.

- Usage data including:

    o Average energy delivered and number of unique vehicles per day

    o Average charge duration

    o Average charging space occupation

    o Data relating to the types of vehicles (makes and models) making use of the charging service, and the origin (home postcode) of users would also be of interest in determining usage patterns.

- Impact on the transport network due to technology shift (from combustion vehicles to EVs) and carbon dioxide equivalent emissions saved (CO_2e emissions from reduced combustion vehicle trips).

Pricing and revenue

- Pricing models should encourage charging during periods of low electrical demand (for example during off-peak or shoulder periods) to help manage potential grid stress as EV uptake increases.

- Overstay (or 'idle') fees may be adopted by an Operator to help ensure that EV charging bays are used for their intended purpose. Overstay fees shall only be adopted if approved by CoA. Overstay fees should not be excessive, and should be aligned with the intended use of the parking space.

- Usage fees and charges shall be easy to understand, and displayed clearly to users.

- If advertising is to be used as a funding or revenue source, it should be evaluated as per the *Advertising* section of this document. A proportion of revenue will be paid to CoA by the Operator(s).

- Lease, Licence and or Permit fees for Operator(s) will be required and will be set out by the CoA *Fees and Charges* schedule.

Procurement process

CoA shall undertake a procurement process (refer to *Procurement Policy*) to engage an Operator(s) for the installation and operation of EV chargers on CoA-owned and or operated land. This will include but is not limited to:

- CoA releases a procurement process for proposals for the installation of public charging infrastructure in accordance with priority locations identified by CoA (refer Attachment A).

- Operator(s) submit proposals including:

  o Their adherence to the brief

  o Preferred site selection and installation processes

  o Proposed commercial model, including demonstration of long term viability

  o Technical competence to effectively install and operate and decommission EV charging infrastructure

  o Application of Ecologically Sustainable Development (ESD) principles – preference will be given to Operators who offer charging from 100% renewable and certified sources of electricity

  o EV charging infrastructure technical details – preference will be given to Operators with connected and smart chargers to allow the most efficient energy use for both consumers and the Operator

  o Public health and safety - Operators should outline through the procurement process what measures will be put in place to ensure the safe operation of EV charging stations during charging, particularly in relation to trip hazards (over cords etc.) and possible electrical hazards. The details of risk mitigation of hazards (not identified in this Guideline) that the Operator has identified should also be included.

  o Value adds, improvements and innovations – for example, compatibility with personal or shared micro-mobility (including e-bikes or e-scooters), parklets, civic information, co-branding, or parking bay occupancy sensors.

- CoA selects a preferred Operator(s) and enters into an Agreement with the preferred Operator(s). The successful Operator(s) will negotiate with CoA regarding approved locations throughout the city for EV charging stations.

- Community consultation and relevant stakeholders in relation to specific sites selected before progressing with the location within an Agreement and associated Leases, Licences and/or Permits.

Operator(s) construct, commission, operate, maintain, decommission and remove EV charging infrastructure.

Refer to Attachment C for procurement process maps and responsibilities.

OTHER USEFUL DOCUMENTS

Related CoA documents
- Electric Vehicle Charging Infrastructure Transition Roadmap 2023
- On Street Parking Policy
- Integrated Climate Strategy 2030
- Strategic Plan 2024-2028
- Community Land Management Plan – Adelaide Park Lands (October 2023)
- Community Land Management Plan – Community Open Space
- Community Land Management Plan – Off-Street Car Parking Facilities

- Community Land Management Plan – UParks
- Community Land Management Plan – Gawler Place Car Park and Rundle Arcade
- Transport Strategy
- Community Consultation Policy
- Encroachment Policy
- Objects on Footpath Operating Guidelines
- Procurement Policy
- Infrastructure Design Guidelines

Related external documents
- Australian Standard AS 2890
- Department for Infrastructure and Transport Pavement Marking Manual
- Australian Building Code Advisory Notice: Electric vehicles in buildings

Relevant legislation
- Australian Road Rules under Road Traffic Act 1961 (Commonwealth)
- Code of Technical Requirements Department for Infrastructure and Transport (SA)
- Private Parking Areas Act 1986 (SA)
- Disability Discrimination Act 1992 (Commonwealth)
- Local Government Act 1999 (SA)
- Planning, Development and Infrastructure Act 2016 (SA)
- Local Nuisance and Litter Control Act 2016 (SA)
- Environmental Protection Act 1992 (SA)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Electric Vehicle (EV): In this policy, an EV is an electric-powered vehicle as defined by section 203B of the Australian Road Rules.

EV charging bay: An on-street or off-street parking space that is intended to be used for EV charging.

EV charging infrastructure: A charging station and any ancillary infrastructure (such as electrical connections, transformers, or charging cables) required to deliver power to an EV. EV charging infrastructure may serve one or more EV charging bay.

Micro-mobility: Small, lightweight vehicles including bikes, e-bikes, or e-scooters.

Kilowatts (kW): A measure of electrical power. Higher numbers represent higher power and faster charging.

AC and DC charging: AC (alternating current) and DC (direct current) refer to how power is delivered to the vehicle. AC accounts for most EV charging, but fast and ultra-fast chargers tend to utilise DC (often delivered through a separate plug) to deliver more power to vehicles.

CHAdeMO: CHAdeMO is a plug type that can be found at some DC charging stations, and can be installed as a second socket on vehicles to provide high power to the vehicle.

Type 2: Type 2 is a standard plug type that can deliver up to 43 kW of power.

Combined Charging System (CCS2): CCS2 is a standard plug type, which is a combination of a Type 2 plug with DC to allow fast charging up to 350 kW.

Overstay: When an EV is plugged into a charger but is not charging. Also commonly known as 'idling'.

Public Realm Parking: City of Adelaide owned or operated parking facilities that exist in the public realm, including on-street parking, or surface parking (e.g. in the Adelaide Park Lands).

Commercial Parking: City of Adelaide owned or operated parking facilities that require payment to enter the facility (i.e. UPark locations).

ADMINISTRATIVE

As part of the Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every **5** years unless legislative or operational change occurs beforehand. The next review is required in **2029.**

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
n/a	-	-	*Draft created*

Contact:
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Attachment A: Priority public EV charging locations

City of Adelaide owned or operated locations with public EV charging infrastructure

Jerningham Street
On-street charging

Topham Mall UPark:
Destination Charging

Light Square UPark:
Destination Charging

Light Square:
On-Street Charging

Grote Street UPark:
Destination Charging

Central Markets UPark:
Destination Charging

Frome Street UPark
Destination Charging

Rundle Street UPark:
Destination Charging

Hindmarsh Square:
On-Street Charging

Pirie Street UPark:
Destination Charging

Wyatt Street UPark:
Destination Charging

Destination

On-Street

Legend
Charging Level
Level 2 Chargers (7 - 25 KW, 1.5 – 5 hours full charge)
Level 2 Chargers (7 – 25 KW, 1.5 – 5 hours full charge)
& Level 3 Chargers (Up to 350 kW, 10 – 45 min full charge)

Electric Vehicle Charging Infrastructure Transition Roadmap priority locations

Adelaide Aquatic Centre
Destination charging

**Community Hub
(Park 27B):**
Destination charging

Par 3 Golf Course:
Destination Charging

Topham Mall UPark:
Destination Charging

**Sporting Precinct
(Park 25):**
Destination Charging

Light Square UPark:
Destination Charging

Central Markets UPark:
Destination Charging

Sturt Street:
On-Street Charging

O-Connell Street
Destination and on-
street charging

Melbourne Street
Destination and on-
street charging

Plane Tree Drive:
On-Street Charging

Victoria Drive:
On-Street Charging

Rundle Street UPark:
Destination Charging

Victoria Park:
Destination Charging

Hutt Street:
On-Street Charging

Carrington Street:
On-Street Charging

Beaumont Ave:
On-Street Charging

Destination

On-Street

Legend
Charging Level
Level 2 Chargers (7 - 25 KW, 1.5 – 5 hours full charge)
Level 2 Chargers (7 – 25 KW, 1.5 – 5 hours full charge)
& Level 3 Chargers (Up to 350 kW, 10 – 45 min full charge)

Attachment B: Public Realm EV Charging Infrastructure Design

Visual appearance

CoA's existing *Infrastructure Design Guidelines* contain visual appearance guidelines for some urban elements and street furniture, but do not specify requirements for EV charging infrastructure. Where possible, EV charging infrastructure in the public realm should be designed such that industrial design language, colour palettes and material finishes complement the area in which they are located.

Cable provision

In general, EV chargers provide a better user experience when they do not require users to provide their own charging cable, as not all users will own the required cable for a specific charger. Cables should be provided where there is sufficient space to do so without creating clutter. In more constrained areas, such as residential streets (where smaller charging infrastructure is preferred, and the charger is more likely to be used by a smaller pool of repeat customers), it may be appropriate to not provide cables.

Physical size

EV charging infrastructure placed in the public realm (particularly on-street in residential and local areas) should generally be designed such that it is as small and unobtrusive as possible. Embedded or bollard-sized chargers are ideal in this regard. However, selection of appropriately sized EV charging infrastructure will depend on:

- Required charging speeds (e.g. technology limitations dictate that faster chargers tend to be larger)
- The ability to consolidate infrastructure (e.g. overall use of public space may be minimised by selecting one larger charger able to service multiple vehicles concurrently over two or more smaller chargers)
- The availability and regulatory approval of the technology in Australia in a form that is suitable for public use in line with these Operating Guidelines.

The table below provides high-level guidance on the range of forms that EV charging infrastructure may take, and the situations in which it may be appropriate. The exact dimensions of EV charging infrastructure vary considerably, and this table is intended to provide only general guidance for how EV charging infrastructure may be considered in a range of urban contexts.

Extra-Large

Urban realm impact

Speed
100+ kW
(500+ km/h)

Availability
Implemented in South Australia.

On-street (local/residential)
Not suitable for constrained street environments, particularly residential and local streets.

Commercial parking (off-street)
Potentially suitable in locations where it does not create obstruction or high visual impact.

On-street (unconstrained)
Generally not suitable unless physical and visual impact can be managed with complementary design features.

Adelaide Park Lands
Potentially suitable in locations where it does not create obstruction or high visual impact.

Advertising

Urban realm impact
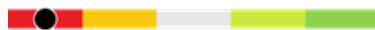
Speed
20 – 60 kW
(100-320 km/h)

Availability
Implemented in South Australia.

On-street (local/residential)
Not suitable for local and residential streets.

Commercial parking (off-street)
Potentially suitable. Requires further consideration in line with the *Public Electric Vehicle Charging Infrastructure Operating Guidelines*.

On-street (unconstrained)
Requires further consideration in line with the *Public Electric Vehicle Charging Infrastructure Operating Guidelines*.

Adelaide Park Lands
Not suitable due to restrictions on advertising under the *Adelaide Park Lands Act 2005*.

Top image: Volta Charging
Bottom image: Semaphore Mainstreet Association

Large

Urban realm impact

Speed
20 - 75 kW
(100-400km/h)

Availability
Implemented in Adelaide CBD.

On-street (local/residential)
May be suitable, but smaller chargers are preferred for residential areas and locations with high pedestrian activity.

Commercial parking (off-street)
May be suitable if sufficient space exists.

On-street (unconstrained)
May be implemented in the public realm if it can be demonstrated that:

- Visual impacts and obstruction will be negated, and
- A charger of this size is aligned with the intended speed and typology for the location, and
- The charger minimises overall use of public space by serving multiple vehicles simultaneously.

Adelaide Park Lands
Suitable for Adelaide Park Lands locations, particularly if a charging cable is provided, it does not create obstruction or high visual impact and sufficient space exists.

Medium

Urban realm impact

Speed
20 - 50 kW
(100-250km/h)

Availability
Implemented in South Australia.

On-street (local/residential)
Smaller chargers are preferred unless a charger of this size can better balance charging speed and overall public space use.

Commercial parking (off-street)
May be suitable if sufficient space exists.

On-street (unconstrained)
May be implemented in the public realm if visual impacts and obstruction are minimal, and the charger allows infrastructure to be consolidated (for example as an alternative to two or more smaller chargers).

Adelaide Park Lands
Suitable for Adelaide Park Lands locations, particularly if a charging cable is provided, it does not create obstruction or high visual impact and sufficient space exists.

Small (wall-mounted or free-standing)

Bottom image: Intellihub

Urban realm impact

Speed
5 - 25 kW
(25-130km/h)

Availability
Implemented in South Australia.

On-street (local/residential)
Ideal for constrained environments, such as local and residential streets, particularly if the charger can be safely mounted to existing kerbside infrastructure (such as a light pole). This category is highly variable in terms of visual design and 'bulk'. Design should minimise visual impact and align with the local character.

Commercial parking (off-street)
Ideal for commercial parking locations (e.g. wall-mounted).

On-street (unconstrained)
For unconstrained locations, it may be preferable to select a larger charger capable of serving multiple vehicles simultaneously and providing a charging cable.

Adelaide Park Lands
Suitable for Adelaide Park Lands locations, particularly if a charging cable is provided.

Bollard

Top left: Michael Coghlan
Top right: Peter Robinett (edited)
Bottom: Mario Duran-Ortiz (edited)

Urban realm impact
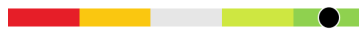
Speed
5 - 10 kW
(25-50km/h)

Availability
Limited in Australia.

On-street (local/residential)
In general, this typology is preferred for on-street locations, particularly in residential areas. Materials and finishes that align with the character of the local area should be preferred.

Commercial parking (off-street)
May be suitable for commercial parking locations, however cost premium and reduced speed relative to typical small charger installation likely to make this typology commercially infeasible.

On-street (unconstrained)
May be suitable, particularly if a charging cable can be provided (outside residential areas), and sufficient speed is achieved.

Adelaide Park Lands
May be suitable for Adelaide Park Lands locations, particularly if a charging cable can be provided.

Embedded

Top image: _Anthony Weinberg_
Bottom image: _Wandsworth Council_

Urban realm impact	_Speed_	_Availability_
	5 - 10 kW	Trials underway
	_(25-50km/h)_	interstate.

On-street (local/residential)

A preferred option for on-street locations, particularly residential, where the charger can be embedded in a light pole or other existing kerbside infrastructure and there is little visual impact.

Not to be used if the location could create a trip hazard or obstruction when in use (e.g. where a cable may need to cross a footpath)

Commercial parking (off-street)

Ideal for commercial parking locations – e.g. attached to a wall.

On-street (unconstrained)

May be suitable, particularly if a charging cable can be provided, and sufficient speed achieved.

Adelaide Park Lands

May be suitable for Adelaide Park Lands locations, particularly if a charging cable can be provided, but other charging options may be more cost-effective where space is sufficient.

Attachment C: Procurement Process Maps

Public Realm Parking (including on-street)

Roadmap and Guidelines implementation (Park Lands and Sustainability)

Procurement process

If **Dunn Street Car Park** (North Adelaide) is identified by commercial operators

Other locations

Adelaide Park Lands

Amendment/update to CLMP is required, in addition to public consultation for licence / licences longer than 5 years, maximum of 10 (Risk and Governance and PL&S)

Public Consultation *may* be required for Roads or other Council land subject to proposals received.

Public Consultation for existing car parks within Adelaide Park Lands and Park Lands Roads *if* commercial operators to provide public EV charging infrastructure for more than 5 years (PL&S)

Agreement negotiation and signing
(PL&S and Risk & Governance)

Lease & License
(Risk & Governance)

Development Applications from Operators
(City Development in conjunction with Risk, Infrastructure Delivery, and UPark)

Operators undertake works
(Infrastructure Delivery oversees/manages/point of contact)

Commissioning
(Infrastructure Delivery)

Communication and promotion
(PL&S and Communications)

Compliance (ongoing)
(Regulatory Services)

Monitoring performance and asset renewal
(Infrastructure Assets and PL&S)

Review of Roadmap and Guidelines (5 years)
(PL&S)

Commercial Parking (including UPark facilities)

Roadmap and Guidelines implementation
(Park Lands and Sustainability)

Procurement process

First right to submit proposal
RAA has the first right to provide a proposal for additional charging stations under the current agreement.
(PL&S and UPark)

If RAA respond, assess the proposal in line with the Guidelines and procurement process

If not accepted or no proposal received, proceed with open procurement process in line with guidelines

If accepted, enter into an agreement

Agreement negotiation and signing
(PL&S and Risk & Governance)

Locations without CLMP

Locations with CLMP

An **amendment/update to the CLMP** will be required to allow EV charging infrastructure or to have a private operator take over charging infrastructure ownership / management. Public consultation required for licences longer than 5 years.
(Risk and Governance and PL&S and UPark)

Lease & License
(Risk & Governance)

Development Applications from Operators
(City Development in conjunction with Risk, Infrastructure Delivery, and UPark)

Operators undertake works
(Infrastructure Delivery oversees/manages/point of contact)

Commissioning
(Infrastructure Delivery)

Communication and promotion
(PL&S and Communications)

Compliance (ongoing)
(Regulatory Services)

Monitoring performance and asset renewal
(Infrastructure Assets and PL&S)

Review of Roadmap and Guidelines (5 years)
(PL&S)

Exclusion of the Public

Program Contact:
Anthony Spartalis, Acting Chief Operating Officer

2018/04291
Public

Approving Officer:
Michael Sedgman, Acting Chief Executive Officer

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Infrastructure and Public Works Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this Infrastructure and Public Works Committee meeting for the consideration of information and matters contained in the Agenda.

> For the following Chief Executive Officer Report seeking consideration in confidence

> **10.1** External Presentation – Adelaide Aquatic Centre Return to Park Lands Zone [section 90(3) (b) of the Act]

The Order to Exclude for Item 10.1:

1. Identifies the information and matters (<u>grounds</u>) from section 90(3) of the Act utilised to request consideration in confidence.

2. Identifies the <u>basis</u> – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.

3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the <u>public interest</u>.

ORDER TO EXCLUDE FOR ITEM 10.1

<u>THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:</u>

1. Having taken into account the relevant consideration contained in section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Infrastructure and Public Works Committee dated 21 May 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 10.1 [External Presentation – Adelaide Aquatic Centre Return to Park Lands Zone] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

<u>Grounds and Basis</u>

This Item contains certain information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting business, prejudice the commercial position of the council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage to a third party.

<u>Public Interest</u>

The Infrastructure and Public Works Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of information may result in release of information prior to the finalisation of the matter by the State Government and the City of Adelaide. The disclosure of this information may materially and adversely affect the viability of the matter and prejudice the ability of the parties to discuss/participate or influence a proposal for the benefit of the State Government, the City of Adelaide and the community in this matter which on balance would be contrary to the public interest.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Infrastructure and Public Works Committee dated 21 May 2023 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 10.1 [External Presentation – Adelaide Aquatic Centre Return to Park Lands Zone] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) of the Act.

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of Council must be conducted in a place open to the public.

2. Section 90(2) of the Act*,* states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.

4. Section 90(4) of the Act*,* advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -

    '(a)   cause embarrassment to the council or council committee concerned, or to members or employees of the council; or

    (b)   cause a loss of confidence in the council or council committee; or

    (c)   involve discussion of a matter that is controversial within the council area; or

    (d)   make the council susceptible to adverse criticism.'

5. Section 90(7) of the Act requires that an order to exclude the public:

    5.1   Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.

    5.2   Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.

    5.3   In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following report is submitted seeking consideration in confidence.

    6.1   Information contained in Item 10.1 – External Presentation – Adelaide Aquatic Centre Return to Park Lands Zone

        6.1.1   Is not subject to an Existing Confidentiality Order.

        6.1.2   The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act

            (b)   information the disclosure of which—

                (i)   could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

                (ii)   would, on balance, be contrary to the public interest

ATTACHMENTS

Nil

- END OF REPORT -

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