



AGENDA

**FOR URBAN SERVICES COMMITTEE MEETING TO BE HELD ON
19 JULY 2021 AT CONCLUSION OF FINANCE AND CORPORATE SERVICES
COMMITTEE
IN THE LITTLE PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY**

MEMBERS

Cr L Braun (Chairman)
Mayor G Aldridge (ex officio)
Cr M Blackmore
Deputy Mayor, Cr C Buchanan
Cr N Henningsen
Cr D Hood (Deputy Chairman)
Cr P Jensen
Cr S Ouk

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager City Infrastructure, Mr J Devine
Manager Governance, Mr R Deco
Governance Support Officer, Ms K Boyd

APOLOGIES

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Urban Services Committee Meeting held on 21 June 2021.

Presentation of the Minutes of the Confidential Urban Services Committee Meeting held on 21 June 2021.

QUESTIONS ON NOTICE

QON1 – Hausler Reserve

At the 21 June 2021 Urban Services Committee, Cr D Hood asked a question regarding the status and progress of the concreting of the shed at Hausler Reserve.

The Question was taken on Notice.

General Manager City Infrastructure has provided the following response:

The concrete works for the shed at Hausler Reserve were completed the week commencing 28 June 2021. Below are photographs of the completed works for information:



REPORTS

Administration

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For Decision

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For Information

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OTHER BUSINESS

CONFIDENTIAL ITEMS

4.4.1 Penner Avenue, Burton - Proposed Land Disposal and Revocation of Community Land Classification

Recommendation

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on grounds that:

1. *Pursuant to Section 90(2) and (3)(b)(i) and (b)(ii) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which 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*
 - *information the disclosure of which would, on balance, be contrary to the public interest.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non-disclosure of the matter and discussion of this item in confidence would protect confidential information relating to Council's commercial position.*

*On that basis the public's interest is best served by not disclosing the **Penner Avenue, Burton - Proposed Land Disposal and Revocation of Community Land Classification** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE

Confidential Item 4.4.1



**MINUTES OF URBAN SERVICES COMMITTEE MEETING HELD IN THE LITTLE
PARA CONFERENCE ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

21 JUNE 2021

MEMBERS PRESENT

Cr L Braun (Chairman)
Mayor G Aldridge (ex officio)
Deputy Mayor, Cr C Buchanan
Cr N Henningsen
Cr D Hood (Deputy Chairman)
Cr P Jensen

OBSERVERS

Cr B Brug (7.33 – 7.35 pm)
Cr K Grenfell (from 7.43 pm)

STAFF

Chief Executive Officer, Mr J Harry
A/General Manager City Infrastructure, Mr D Roy
Team Leader Landscape Design, Mr C Johansen
Manager Governance, Mr R Deco
Governance Support Officer, Ms K Boyd

The meeting commenced at 7.05 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Cr M Blackmore and Cr S Ouk.

LEAVE OF ABSENCE

Nil

DEPUTATION

Mr Michael Brown MP for Playford and Mawson Lakes resident, addressed the Urban Services Committee to request that Council continue to support this project.

Mayor G Aldridge left the meeting at 7.09 pm.

Bring Forward Item 4.1.4

Moved Cr C Buchanan

Seconded Cr P Jensen

1. That item 4.1.4 – Mawson Lakes School Bridge - be brought forward to this point on the agenda.

CARRIED

4.1.4 Mawson Lakes School Bridge

Cr P Jensen declared a material on the basis of his employment with one of the parties mentioned in the motion. Cr P Jensen left the meeting at 7:12 pm.

Mayor G Aldridge entered the meeting at 7.13 pm.

Cr C Buchanan declared a perceived conflict of interest on the basis of being a member of the Labor Party. Cr Buchanan managed the conflict by remaining in the meeting and voting in the best interest of the community.

Moved Cr C Buchanan

Seconded Cr L Braun

1. Council notes the letter from the Department for Education advising that no additional funding can be provided for this bridge.
2. That Council notes the Deputation received by Mr Michael Brown MP and the commitment from the Opposition to fund the difference to ensure a 2.4m bridge.
3. That Council write to the State Treasurer seeking a similar commitment to fund the difference.
4. That staff provide a further report advising the Urban Services Committee of the State Treasurer's response before proceeding any further with this matter.

CARRIED
UNANIMOUSLY

The majority of members present voted IN FAVOUR of the MOTION.

Cr C Buchanan voted IN FAVOUR of the MOTION.

Cr P Jensen returned to the meeting at 7.18 pm.

Mayor G Aldridge left the meeting at 7.18 pm and did not return.

PRESENTATION OF MINUTES

Moved Cr P Jensen

Seconded Cr N Henningsen

The Minutes of the Urban Services Committee Meeting held on 17 May 2021, be taken as read and confirmed.

CARRIED

REPORTS

Administration

4.0.1 Future Reports for the Urban Services Committee

Moved Cr P Jensen

Seconded Cr N Henningsen

1. The information is received.

With leave of the meeting and consent of the seconder, Cr P Jensen
VARIED the MOTION as follows:

1. The information is received.
2. A further report be prepared for the July 2021 Urban Services Committee meeting regarding the Martins Road Speed Limit.

CARRIED

4.0.2 Recommendations of the Asset Management Sub Committee meeting held on Tuesday 15 June 2021

Moved Cr D Hood

Seconded Cr N Henningsen

The information contained in the Asset Management Sub Committee minutes of the meeting held on 15 June 2021 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

CARRIED

4.0.2-AMSC1 Future Reports for the Asset Management Sub Committee

Moved Cr D Hood

Seconded Cr N Henningsen

1. The information is received.

CARRIED

4.0.2-AMSC2 Road Surface Treatments

Moved Cr D Hood

Seconded Cr N Henningsen

1. The information is received
2. A further report be provided to the Asset Management Sub Committee listing the roads and types of treatment applied from 2018 to date.

CARRIED

4.0.3 Recommendations of the Tree Management Appeals Sub Committee meeting held on Tuesday 15 June 2021

Moved Cr N Henningsen
Seconded Cr P Jensen

The information contained in the Tree Management Appeals Sub Committee minutes of the meeting held on 15 June 2021 be received and noted with respect to the following recommendations contained therein to be adopted by Council:

CARRIED

4.0.3-TMASC1 Future Reports for the Tree Management Appeals Sub Committee

Moved Cr N Henningsen
Seconded Cr P Jensen

1. The information is received.

CARRIED

4.0.3-TMASC2 Tree Removal Requests - Monthly Update

Moved Cr N Henningsen
Seconded Cr P Jensen

1. The information is received.

CARRIED

For Decision

4.1.1 NAWMA Draft Annual Business Plan 2021/2022

Moved Cr N Henningsen
Seconded Cr C Buchanan

1. The information is received.
2. The Northern Adelaide Waste Management Authority (NAWMA) Draft Annual Business Plan 2021/22, as provided in Attachment 1 to this report (Urban Services 21/06/2021 Item No. 4.1.1) is endorsed.

CARRIED

4.1.2 Salisbury City Centre - Church and John Street Upgrade

This item was withdrawn from the agenda in order for further information to be presented at the July 2021 Informal Strategy meeting.

4.1.3 Capital Works Report - May 2021

Moved Cr C Buchanan

Seconded Cr P Jensen

1. Upon endorsement, combine 2020/21 and 2021/22 Fairbanks Drive Reserve Upgrade Program budgets, as detailed within Urban Services, Item 4.1.3, 21st June 2021, into a single Program 'Fairbanks Drive Reserve Upgrade' to streamline project management of the works.
2. With the Salisbury Recreation Precinct Redevelopment approved, remove the \$20k 'Book a Court' facility from the 2020/21 Public Lighting Program for reconsideration at a future date, and include the upgrade of Digital Sign Structures and Infrastructure, \$170k, where sufficient funding is available.

CARRIED

Moved Cr P Jensen

Seconded Cr D Hood

Cr Buchanan declared an actual conflict pertaining to paragraph 2 on the basis of being a Patron of the soccer club mentioned in the report. Cr Buchanan left the meeting at 7:31 pm.

Cr Buchanan was then invited back into the meeting in order to maintain a Quorum. Cr C Buchanan returned to the meeting at 7:32 pm.

1. Upon endorsement, combine 2021/22 & 2022/23 program budgets associated with the redevelopment of Yalumba Drive Reserve Paralowie, within Urban Services, Item 4.1.3, 21st June 2021, into two programs of works to aid in the project management of the program of works.

CARRIED

The majority of members present voted IN FAVOUR of the MOTION.

Cr C Buchanan voted IN FAVOUR of the MOTION.

Item 4.1.4 - Mawson Lakes School Bridge was brought forward for discussion at the beginning of the agenda.

4.1.5 Diment and Heaslip Road Intersection Upgrade

Moved Cr D Hood

Seconded Cr C Buchanan

1. That Council notes the upgrades made to its section of Diment Road and our commitment to see all of Diment Road upgraded.
2. Council continues to work with DIT to ensure the Diment/Heaslip Road Intersection is considered as part of the future upgrade of the Edinburgh/Heaslip Road intersection and that the Council write to the Minister for Infrastructure and Transport requesting that this upgrade be considered as a matter of priority to enable Council to complete the upgrade of the remaining section of Diment Road.

CARRIED

4.1.6 Partnerships - Tree Planting and Sustainability Initiatives

Moved Cr C Buchanan

Seconded Cr N Henningsen

1. That the information in this report be received and noted.
2. Staff continue to engage with schools and the community to deliver tree planting programs and sustainable community events, in association with the State Government through Green Adelaide Education staff hosted by Council.
3. The Natural Assets Team will continue to provide a half yearly update to the Urban Services Committee, informing Council of the sustainability education programs being undertaken throughout the City as well as any events being held, where possible three months in advance.

CARRIED

4.1.7 Grant Funding Update

Moved Cr P Jensen

Seconded Cr D Hood

1. A future report be presented which identifies priorities for consideration as part of Phase 3, Local Roads and Community Infrastructure, upon receipt of the associated grant funding guidelines and conditions.

CARRIED

For Information

4.2.1 Hatherleigh Road, Parafield Gardens - Streetscape Poll results

Moved Cr P Jensen

Seconded Cr D Hood

1. The information within the report is received and noted.

CARRIED

OTHER BUSINESS

Nil

QUESTIONS WITHOUT NOTICE**US-QWON1 Hausler Reserve**

Cr D Hood asked a question regarding the status and progress of the concreting of the shed at Hausler Reserve?

The Question was taken on Notice.

CONFIDENTIAL ITEMS

4.4.1 Salisbury Operations Centre Upgrade - Status Report & Budget Adjustment

Moved Cr P Jensen

Seconded Cr C Buchanan

1. *Pursuant to Section 90(2) and (3)(d)(i) and (d)(ii) and (k) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
 - *commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest; and*
 - *tenders for the supply of goods, the provision of services or the carrying out of works.*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non disclosure of this matter at this time will protect information the disclosure of which may jeopardise the commercial position of Council or confer an advantage on a third party which whom the Council may conduct business in the future and information contained within a tender for the provision of services.*

*On that basis the public's interest is best served by not disclosing the **Salisbury Operations Centre Upgrade - Status Report & Budget Adjustment** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CARRIED

The meeting moved into confidence at 7.46 pm.

The meeting moved out of confidence and closed at 7.50 pm.

CHAIRMAN.....

DATE.....

ITEM	4.0.2
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
HEADING	Future Reports for the Urban Services Committee
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance
CITY PLAN LINKS	4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	This item details reports to be presented to the Urban Services Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information is received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

- 3.1 The table below outlines the reports to be presented to the Urban Services Committee as a result of a Council resolution.

Meeting Item	Heading and Resolution	Officer
27/04/2020 2.6.4	Research Road Joint Animal Pound Facility Update 3. Staff continue to refine the concept design for a joint use Animal Pound facility, and a further report is brought back by July 2020 regarding the business case and shared use agreement with the City of Tea Tree Gully.	John Darzanos
Due:	July 2021	
Deferred to:	August 2021	
Reason:	Deferred pending finalisation of Joint Use Agreement format and content, and agreement with the City of Tea Tree Gully.	

25/05/2020 6.0.3- IBDSC2	Update on the Proposed Dry Creek Project 2. A Dry Creek project business case be presented to Council, following successful completion of the Dry Creek Stormwater Management Plan (SMP) and a community/stakeholder engagement process. Due: September 2021	Bruce Naumann
21/12/2020 4.1.4	Traffic Management Treatments - Beechwood Avenue 3. That review of the measures implemented in part 1 & 2 be undertaken in 12 months and a further report be presented to the Urban Services Committee, with consultation to occur with Ward Councillors, the State Member of Parliament, and residents before report is presented. Due: December 2021	David Boothway
21/12/2020 4.4.2	Belgravia Leisure Recreation Services Agreement 1.4 Council has previously resolved this resolution to be confidential. Due: March 2023	Andrew Hamilton
21/12/2020 4.4.2	Belgravia Leisure Recreation Services Agreement 1.6 Council has previously resolved this resolution to be confidential. Due: June 2022	Andrew Hamilton
21/12/2020 4.4.2	Belgravia Leisure Recreation Services Agreement 1.8 Council has previously resolved this resolution to be confidential. Due: September 2022	Andrew Hamilton
22/03/2021 4.1.4	Lighting of the Little Para Trail 5. That staff provide a proposed program and budget for the 2022/23 financial year to develop and implement the priority installation of lighting between PP3 and PP5 in high traffic areas and areas of safety concern to the community along this corridor. Due: July 2021 Deferred to: January 2022 Reason: To be presented to Council in preparation for the 2022/2023 budget process.	Jamie Hosking
22/03/2021 4.1.5	NAWMA Service Agreement and Business Plan, Fee for Large Waste Bins, Green Waste Bins 8. Council notes that the progress of this program will be reported on a six monthly basis including costs, take up of the additional services and appropriateness of the budget. Due: November 2021	Dameon Roy

22/03/2021 4.1.6	Mawson Lakes School Bridge 4. Staff provide a further information report to the Urban Service Committee and further consideration of a budget bid in the 2021/22 quarterly review budget process depending on the outcome from the Minister for Education. Due: August 2021 Deferred to: September 2021 Reason: To be included in the report 'Mawson Lakes School Bridge' (4.1.4 of 28/06/2021 and recommendation on letter sent to Treasurer).	David Boothway
22/03/2021 4.1.7	Salisbury Operations Centre Upgrade - Prudential Report & Update If required: 4. Following tender negotiations and any necessary value management, should the tender prices continue to exceed budget, a further report be presented to Council seeking additional funding. Due: July 2021 Deferred to: October 2021 Reason: Pending assessment of project costs.	Jarred Collins
27/04/2021 4.1.5	Gulfview Heights Lake, Bayview Parade 1. Staff continue to monitor Gulfview Heights Lake, and report back to Council on a six monthly basis rather than quarterly, as part of the Capital Works reporting. Due: November 2021	Dameon Roy
27/04/2021 4.1.7	Little Para Golf Course Review of Recreational Opportunities - Community Engagement Results 4. That staff provide a further report to Council within 6 months on the results of this study. Due: October 2021	General Manager Community Development
24/05/2021 4.1.2	Clayson Road and Frost Road Speed Limit Increase 3. Council consider speed limits across the road network, particularly with respect to arterial and sub-arterial roads as part of a review of the Integrated Transport Plan to be undertaken by the end of 2022. Due: December 2022	David Boothway

24/05/2021	Motion on Notice: Tree Policy Amendment - Tree Removal for Solar Panels	Jamie Hosking
MON7.1	<p>That a report be prepared for the Urban Services Committee meeting in July 2021, providing proposed amendments and advice about:</p> <p>a) amending Council's tree removal policy to enable consideration for the removal of a tree adjacent to a dwelling with solar panels, or where solar panels are to be installed, so as to assist residents to reduce household electricity costs;</p> <p>b) cost recovery options for Council for the tree removal, and conditions for waiving tree removal costs in cases of financial hardship;</p> <p>c) including a requirement for residents to plant a suitable tree to replace the removed tree and ensure council maintains its long-term objectives for tree canopy coverage and enhancement of local amenity; and</p> <p>d) including the following criteria for assessment and removal of a tree - "the tree is experiencing an infestation of white ants".</p> <p>Due: July 2021 Deferred to: August 2021 Reason: To allow staff to investigate all aspects involved in updating the policy to reflect the requested changes.</p>	
24/05/2021	Motion on Notice: Little Para River Clean Up and Pitman Park	Mark Purdie
MON7.3	<p>That a report be provided to the Urban Services Committee meeting in August 2021 with information and advice about the budgeted resources for:</p> <p>a) the regular cleaning program for the Little Para River,</p> <p>b) the current levels of service for reserve maintenance for Pitman Park, and</p> <p>c) the need to increase the number of rubbish bins at Pitman Park.</p> <p>Due: August 2021</p>	
24/05/2021	Motion Without Notice: Milne & Sleep Road Traffic Measures	David Boothway
MWON12.3	<p>1. That staff investigate and bring back a report of traffic measures that can be implemented along Sleep Road and Milne Road, Para Hills to alleviate traffic safety concerns.</p> <p>2. The report include:</p> <p>a. consultation with local residents</p> <p>b. indicative costings of implementing traffic safety measures.</p> <p>Due: August 2021</p>	

28/06/2021 4.0.1	Future Reports for the Urban Services Committee 2. A further report be prepared for the July 2021 Urban Services Committee meeting regarding the Martins Road Speed Limit. Due: July 2021 Deferred to: September 2021 Reason: Staff are currently liaising with the Department Infrastructure and Transport regarding the future use of Martins Road as part of a broader traffic management plan discussion and a report will be submitted once a decision can be reached.	Dameon Roy
28/06/2021 4.1.3	Capital Works Report - May 2021 2. With the Salisbury Recreation Precinct Redevelopment approved, remove the \$20k 'Book a Court' facility from the 2020/21 Public Lighting Program <u>for reconsideration at a future date</u> , and include the upgrade of Digital Sign Structures and Infrastructure, \$170k, where sufficient funding is available. Due: December 2021	Christy Martin
28/06/2021 4.1.4	Mawson Lakes School Bridge 4. That staff provide a further report advising the Urban Services Committee of the State Treasurer's response before proceeding any further with this matter. Due: August 2021	Dameon Roy
28/06/2021 4.1.6	Partnerships – Tree Planting and Sustainability Initiatives 3. The Natural Assets Team will continue to provide a half yearly update to the Urban Services Committee, informing Council of the sustainability education programs being undertaken throughout the City as well as any events being held, where possible three months in advance. Due: December 2021	Tamika Cook
28/06/2021 4.1.7	Grant Funding Update 1. A future report be presented which identifies priorities for consideration as part of Phase 3, Local Roads and Community Infrastructure, upon receipt of the associated grant funding guidelines and conditions. Due: September 2021	Christy Martin
28/06/2021 MON7.1	Motion on Notice: Springbank Waters and Wetlands, Burton 4. A report be presented to the Urban Services Committee by August 2021. Due: August 2021	Jamie Hosking

28/06/2021 OB12.2	Cobbler Creek Trail, Salisbury Heights "1. That a report come back to Council detailing the following works and costs required along Cobbler Creek (Bridge Road to Main North Road): - Reinstate the unique walking trails along the creek line. - Make safe the earthen walls along the creek to allow maintenance access. - Identify native planting opportunities. - Identify grant opportunities to fund for these works for the 2022/2023 financial year." Due: September 2021	Craig Johansen
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4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Urban Services Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: EXEC GROUP

Date: 12/07/2021

ITEM	4.0.3
	URBAN SERVICES COMMITTEE
HEADING	Recommendations of the Tree Management Appeals Sub Committee meeting held on Monday 12 July 2021
AUTHOR	Heather Prasad, PA to GM City Infrastructure, City Infrastructure
CITY PLAN LINKS	1.1 Our City is attractive and well maintained
SUMMARY	The minutes and recommendations of the Tree Management Appeals Sub Committee meeting held on Monday 12 July 2021 are presented for Urban Services Committee's consideration.

RECOMMENDATION

1. The information contained in the Tree Management Appeals Sub Committee Minutes of the meeting held on 12 July 2021 be received and noted and that the following recommendations contained therein be adopted by Council:

TMASC1 Future Reports for the Tree Management Appeals Sub Committee

1. The information is received.

TMASC2 Tree Removal Requests - Monthly Update

1. The information is received.

TMASC3 Review of Tree Removal Request - Various Locations

1. The report is received and noted.
2. Council endorses the following:
 - a. Removal of 2 Angophora costata in front of 13 and 15 Arrow Crescent, Paralowie
 - b. Retention of 1 significant Angophora costata in front of 13 Arrow Crescent, Paralowie
 - c. Removal of 1 Eucalyptus sideroxylon in front of 15 Caloundra Drive, Paralowie and the 3 Eucalypts species adjacent.
 - d. Removal of 1 Eucalyptus sideroxylon in front of 7 Brando Court, Paralowie and 1 Eucalypts species adjacent.
 - e. Retention of 1 significant Eucalyptus sideroxylon opposite 7 Brando Court, Paralowie
 - f. Retention of 1 significant Eucalyptus sideroxylon in front of 33 Boyara Crescent, Paralowie with removal of the tree being reviewed and considered as part of the 22/23 streetscape renewal program.
3. That in line with the procedure the residents are notified of the outcome of the appeals, removal works programmed and new trees are planted.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Minutes Tree Management Appeals Sub Committee - 12 July 2021

CO-ORDINATION

Officer: GMCI
Date: 14/07/2021



**MINUTES OF TREE MANAGEMENT APPEALS SUB COMMITTEE MEETING HELD
IN THE WITTBER AND DR RUBY DAVY ROOMS, SALISBURY COMMUNITY HUB,
34 CHURCH STREET, SALISBURY ON**

12 JULY 2021

MEMBERS PRESENT

Cr S Reardon (Chairman)
Mayor G Aldridge (ex officio)
Deputy Mayor, Cr C Buchanan
Cr P Jensen (Deputy Chairman)
Cr S Ouk

STAFF

General Manager City Infrastructure, Mr J Devine
Manager Infrastructure Management, Mr D Roy
Team Leader Urban Built Assets, Jamie Hosking
Administrative Coordinator - Business Excellence, Mrs M Potter

The meeting commenced at 6:58 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Nil.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr P Jensen
Seconded Mayor G Aldridge

The Minutes of the Tree Management Appeals Sub Committee Meeting
held on 15 June 2021, be taken as read and confirmed.

CARRIED

REPORTS

TMASC1 Future Reports for the Tree Management Appeals Sub Committee

Moved Mayor G Aldridge

Seconded Cr S Ouk

1. The information is received.

CARRIED

TMASC2 Tree Removal Requests - Monthly Update

Moved Cr P Jensen

Seconded Mayor G Aldridge

1. The information is received.

CARRIED

TMASC3 Review of Tree Removal Request - Various Locations

Moved Cr C Buchanan

Seconded Cr P Jensen

1. The report is received and noted.
2. Council endorses the following:
 - a. Removal of 2 Angophora costata in front of 13 and 15 Arrow Crescent, Paralowie
 - b. Retention of 1 significant Angophora costata in front of 13 Arrow Crescent, Paralowie
 - c. Removal of 1 Eucalyptus sideroxylon in front of 15 Caloundra Drive, Paralowie and the 3 Eucalypts species adjacent.
 - d. Removal of 1 Eucalyptus sideroxylon in front of 7 Brando Court, Paralowie and 1 Eucalypts species adjacent.
 - e. Retention of 1 significant Eucalyptus sideroxylon opposite 7 Brando Court, Paralowie
 - f. Retention of 1 significant Eucalyptus sideroxylon in front of 33 Boyara Crescent, Paralowie with removal of the tree being reviewed and considered as part of the 22/23 streetscape renewal program.
3. That in line with the procedure the residents are notified of the outcome of the appeals, removal works programmed and new trees are planted.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 7:09 pm.

CHAIRMAN.....

DATE.....

ITEM	4.1.1
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
PREV REFS	Urban Services Committee 4.1.9FI 14/12/2020 Works and Services Committee 2.6.2 16/11/2020
HEADING	Burton Community Hub - Prudential Report
AUTHORS	Christy Martin, Team Leader Project Support, City Infrastructure Sean Brennan, Senior Project Lead, City Infrastructure
CITY PLAN LINKS	1.1 Our City is attractive and well maintained 1.2 The health and wellbeing of our community is a priority 3.3 Our infrastructure supports investment and business activity
SUMMARY	<p>This report provides Council with the <i>Prudential Report – Burton Community Hub (July 2021)</i>, prepared by BRM Advisory to inform the decision making for progression, in addition also provide a project update.</p> <p>The Prudential Report concludes that planning for the Burton Community Hub has been progressed to date consistent with the requirements of Section 48 of the Local Government Act and the Salisbury Prudential Management policy.</p> <p>On the basis of the Prudential Report, cost estimate information relating to the project, detailed design and documentation this report seeks Council's endorsement to proceed to the Tender and Construction Phase of the Burton Community Hub upon completion of 100% detail design, due July 2021.</p> <p>As outlined within this report, based upon 60% detailed design documentation, the Burton Community Hub is estimated to cost \$5.96M which can be accommodated within the proposed revised available budget of \$5.968M (noting, of this \$500k is Commonwealth grant funding resulting in the net value being \$5.47M) and therefore approval is sought to proceed to tender, enter into negotiations and undertake further value management if required.</p>
RECOMMENDATION	1. That a non-discretionary Budget Bid of \$150k capital expenditure be included within the 2021/22 First Quarter Budget Review, to align the expenditure budget to the approved the \$500k Commonwealth grant that has been successfully awarded to enable the delivery of The Shed and Community Garden at the Burton Community Hub.

2. The *Prudential Report – Burton Community Hub (July 2021)* prepared by an independent consultant in accordance with the requirements of section 48 of the *Local Government Act 1999* and attached to this report (Urban Services Committee 19/07/2021, Item No. 4.1.1) be endorsed.
3. Note that the revised project cost estimate of \$5.96M can be accommodated within the proposed revised budget available of \$5.968M (net value being \$5.47M). This estimate includes an allowance of \$240k contingency for construction.
4. Staff be authorised to proceed to tender, enter into negotiations and undertake further value management if required.
5. Following tender negotiations and any necessary value management, should the tender prices exceed the revised available budget and / or sufficient contingency cannot be achieved, a further report be presented to Council.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Burton Community Hub - Prudential Report

1. BACKGROUND

- 1.1 In January 2019, the development of a Community Hub at Burton was endorsed by Council. The City of Salisbury has a strong record of integrated service delivery through Community Hubs with existing sites at Mawson Lakes, Ingle Farm, Para Hills and most recently the Salisbury Community Hub.
- 1.2 Community consultation and stakeholder engagement was undertaken July – August 2020, with the outcomes of this endorsed by Council in September 2020. The key themes of this consultation included;
 - 1.2.1 Flexible indoor spaces
 - 1.2.2 Welcoming outdoor spaces
 - 1.2.3 Access and infrastructure
 - 1.2.4 Service and activities
- 1.3 Resolution passed at the September 2020
 1. *That the information be received.*
 2. *That Council endorse Option A, as set out in paragraph 4.22 and Attachment 4 to this report, and the project proceeds to detailed design in accordance with the feedback received during the community consultation process.*
 3. *That a further report be brought back to Council in November 2020 with a project update and cost analysis.*
- 1.4 Resolution passed at the November 2020
 1. *That the information be received.*
 2. *That Council endorse the revised design option as set out in paragraph 4.11 and 4.12 and attachment 1 to this report, to proceed to detailed design and construction.*

3. *That Council give in principle support to include the relocation of the “The Shed” from Edinburgh and a Community Garden Provision to the Burton Community Hub precinct.*
4. *That Staff investigate any further Federal or State Grant opportunities, to assist in the funding of The Shed, Community Garden and the Hub.*
5. *That Council endorse the revised total budget of \$6.5m for the delivery of the Burton Community Hub and that the 2021/22 NIB be increased to reflect this.*
6. *That Council note the updated timing of the project and endorse a \$2.6m declaration from the project in 2020/21 and this funding be included in the 2021/22 budget bid for implementation and delivery of the project.*
7. *That staff and Ward Councillors enter into discussions with the Salisbury United Football Club and key stakeholders surrounding the layout and functionality of site.*

2. CITY PLAN CRITICAL ACTION

- 2.1 A welcoming and liveable City: Upgrade hubs at Burton and Ingle Farm

3. CONSULTATION / COMMUNICATION

3.1 Internal

- 3.1.1 Consultation has been effectively occurring across various departments and divisions within the organisation.

3.2 External

- 3.2.1 BRM Advisory
- 3.2.2 Burton Community Centre Project Control Group

4. REPORT

4.1 Prudential Report Findings

- 4.1.1 This report contains the Prudential Report which has been prepared by an independent consultant, BRM Advisory and is attached.
- 4.1.2 The Prudential Report has been prepared in accordance with Section 48 of the *Local Government Act 1999* (the Act), which requires Council to consider a report addressing the prudential issues set out in section 48(2) of the Act before engaging in a project where the expected capital costs over the ensuing 5 years are likely to exceed \$4.939M. The Prudential Report for the Burton Community Hub covers a summary of Council’s risks in relation to the objectives of council, financial risk and project delivery.
- 4.1.3 While the Prudential Report identifies some risks, they are being managed appropriately, and it concludes that the Burton Community Hub has been progressed to date consistent with satisfying the principles and requirements of the Salisbury Prudential Management policy.

4.2 Budget Considerations and Cost Estimates

- 4.2.1 As reported via Works and Services Committee, November 2020, the project was approved funding of \$6.5M, which was inclusive of an approved \$350k of Commonwealth grant funding, and \$250k for the renewal works associated with the Burton Park Clubrooms adjacent to the new hub. The \$250k for these renewal works have been excluded from the cost estimate and budget figures below within this report.
- 4.2.2 Subsequent to the November 2020 Burton Community Hub Project Update Report, in December 2020, via Urban Services Committee, a consolidated summary of grant funding was presented and endorsed which included details of the Commonwealth Local Roads and Community Infrastructure Program, where \$500k was allocated for The Shed and Community Garden at Burton Community Hub. The increase from \$350k to \$500k was based upon further information attained which resulted in an increased level of service and associated infrastructure for the Shed to successfully operate programs and house staff and equipment.
- 4.2.3 As part of this report, approval is being sought to formally amend the Burton Community Hub's budget by an additional \$150k to align with the approved grant funding and revised detailed scope of work for The Shed and Community Garden. This revised scope level has been included within estimate provided within this report.
- 4.2.4 As at mid-June 2021, after commitments and spend, a revised balance of \$5.818M is available, plus the requested \$150k budget adjustment detailed within this report, resulting in \$5.968M being available for the construction of this new community facility.
- 4.2.5 RLB were commissioned to undertake cost estimates based on the 60% design documentation, with all the incorporated elements resulting in a project estimate of \$6.550M. Following review of this estimate and value management, the base build of this project is estimated to be \$5.96M which can be accommodated within the budget available as per 4.2.6 of this report.
- 4.2.6 Work has been undertaken to review the RLB estimate, in conjunction with a proposed revision to the budget. Whilst reviewing the estimate, value management opportunities were considered and items already included within current commitments identified. The total RLB estimate is within the existing budget when commitments, contingencies and value management items are taken into consideration.

4.3 Design Documentation

- 4.3.1 The 60% design documentation which the RLB estimate has been based upon, incorporates all of the elements identified during the consultation and early phases of the concept development. This 60% design was presented to the Burton Community Hub Project Control Group on Monday 29th June 2021.

5. CONCLUSION / PROPOSAL

- 5.1 Cost Estimates including value management items are within the available budget, following completion of 100% detail design, it is proposed to proceed to tender and construction. Should the current competitive market result in unfavourable tenders and / or insufficient project contingency, a further report will be provided to Council.
- 5.2 The Prudential Report concludes that the Burton Community Hub Project has been progressed to date consistent with satisfying the principles and requirements of the Salisbury Prudential Management Policy.

CO-ORDINATION

Officer:	GMCI	EXEC GROUP
Date:	09/07/2021	12/07/2021



City of Salisbury

Section 48 Prudential Report:
Burton Community Hub

July 2021

Final

BUSINESS • RESOURCE • MANAGEMENT



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EXECUTIVE SUMMARY

Purpose

The following report has been prepared to satisfy the requirements of the City of Salisbury Prudential Management Policy and Section 48 of the Local Government Act 1999 (Act) which require a Council to consider a report addressing the prudential issues set out in Section 48 subsection 2 of the Act before engaging in a major project.

The purpose of a Prudential Report is to ensure the Elected Members have the necessary information to enable an informed decision whether or not to proceed with a project.

The Project

The construction of a new \$6.500 million Community Hub at 386 Waterloo Corner Road, Burton featuring a contemporary and technologically advanced library, as well as flexible spaces for programs and events, meeting rooms, learning areas and a Men's Shed.

Opinion

The City of Salisbury has acted with due care, diligence and foresight in progressing the Project and Council has been provided with relevant information to make a decision whether to proceed with the Project or not.

However, the Cos has not identified the specific increases in future operating costs likely to arise from undertaking the Project nor has it prepared a whole of life cost estimate, these are required to satisfy the requirements of Council's Prudential Management Policy and Section 48 of the Local Government Act. Notwithstanding this, we note the CoS has general financial provisions within the LTFP to meet increased operating costs associated with new projects (such as the Burton Community Hub). These provisions are expected to be sufficient to meet these costs.

Prudential Review Issues and Findings

The Project is strongly aligned to both the City Plan 2035 and the current Salisbury Annual Plan being specifically mentioned as one of the major projects that CoS will deliver to progress the vision for a sustainable, connected and progressive community and advance the key direction, "A welcoming and liveable City". The CoS has made adequate financial provisions in the Annual Plan and Long Term Financial Plan to undertake the Project. However, following the tender process if the budget is not sufficient a report will be brought back to Council for further consideration.

The Project will involve development which will be assessed against the Planning and Design Code, under the PDI Act and Regulations by Council's Assessment Manager under delegated authority.

Consultation has been undertaken in accordance with the relevant CoS Policy and the community input is reflected in the final design form of the Community Hub.

A risk management plan has been prepared in relation to the Project which shows that there are no 'Very High' risks relating to the Project after the application of risk controls. Given the overall risk rating the Project sits within the City's identified risk tolerance.

The CoS Acquisition Plan for the Project is consistent with the Procurement Policy and Procedures.

Our detailed report follows.

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City of Salisbury
Section 48 Prudential Report – Burton Community Hub

1. INTRODUCTION

1.1 Background

1.1.1 The City of Salisbury (CoS) is committed to connecting members of our community with information, people and programs that support them to achieve their goals. CoS strives to offer community based programs that provide lifelong learning and social engagement opportunities for people from all backgrounds and of all ages.

1.1.2 As part of this commitment at its meeting on 25 February 2019, the Council moved the following resolution:

"Community Hubs be developed as follows:

- *2019/20 - Concurrent concept development for Burton and Ingle Farm wellness centre investigations (as recommended in the Indoor Recreation Centres future directions paper (Policy and Planning 1.1.7, 18/02/2019)), and detailed design development of Burton.*
- *2020/21 - Capital Delivery Burton and detailed design development Ingle Farm. (0090/2019).*
- *2021/22 - Capital Delivery Ingle Farm."*

1.1.3 The Burton Community Centre is located at 386 Waterloo Corner Road, Burton between the Springbank Plaza Shopping Centre and the Salisbury United Football Club. The land is under the care and control of CoS (and some rights of way over privately owned land), which includes the existing Community Centre, car park, an adjacent parcel of land (previous pre-school site), a playground and playing fields and club rooms.

1.1.4 The Burton Community Centre is operated by an incorporated body, the Burton Community Centre Inc., under a Memorandum of Understanding with the CoS. The Centre is open between 9.00am and 4.30pm Monday to Friday, offering casual room hire and providing a range of services including:

- 1.1.4.1 Community education;
- 1.1.4.2 English language courses;
- 1.1.4.3 Craft and hobby groups;
- 1.1.4.4 Employment training;
- 1.1.4.5 Fitness and leisure programs;
- 1.1.4.6 Personal development; and
- 1.1.4.7 Volunteering opportunities

1.1.5 CoS appointed DASH Architects to lead the concept design for a redeveloped Burton Community Hub, with URPS sub-contracted to undertake community consultation.



City of Salisbury
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- 1.1.6 Following completion of community consultation and design development, Council resolved to provide funding for the construction of a new Community Hub at the Burton Precinct.
 - 1.1.6.1 Resolution 0752/2020, November 2020, \$2.6 million of funding associated with the construction of the Burton Community Hub was revised and approved for delivery in 2021/22.
 - 1.1.6.2 Resolution 0825/2021, January 2021, the total budget for Burton Community Hub will reduce from \$6.5 million to \$6.25 million with \$250k transferred to PBR000580 Building Renewal Program for the works proposed to occur at Salisbury United, Burton Park.
- 1.1.7 These resolutions provide for the existing Burton Community Centre to be demolished and re-built as a new facility, the Burton Community Hub.
- 1.1.8 The Burton Community Hub will provide quiet spaces to study or settle with a book, as well as digitally-sophisticated meeting areas to appeal to local community groups or businesses looking to host workshops or other events and with a range of community and commercial hire spaces available.
- 1.1.9 As part of this Project the Salisbury West Library will be relocated to the new Burton Community Hub.
- 1.1.10 The CoS has established a Project Control Group (PCG) to provide advice and direction on the procurement, design, costings, risk management and delivery of the project to Council and to relevant delegated staff. The PCG is comprised of expert advisors; Senior Council staff; and Council Elected Member representatives.

1.2 The Project

The construction of a new \$6.500 million Community Hub at 386 Waterloo Corner Road, Burton featuring a contemporary and technologically advanced library, as well as flexible spaces for programs and events, meeting rooms, learning areas and a Men's Shed.

1.3 Project Rationale

- 1.3.1 The CoS is committed to progressing the vision for a sustainable, connected and progressive community.
- 1.3.2 The new Burton Community Hub facility will assist to provide members of the community with an expanded range of service offerings in one facility that caters for the western area of the city while taking into consideration the potential future growth within the area and the impacts of the Northern Connector.



1.4 Legal Framework and Prudential Issues

- 1.4.1 The Local Government Act 1999 (Act) Section 48 states that a council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council—
- (a) acts with due care, diligence and foresight; and
 - (b) identifies and manages risks associated with a project; and
 - (c) makes informed decisions; and
 - (d) is accountable for the use of council and other public resources.
- 1.4.2 The CoS has adopted a Prudential Management Policy, last approved on 27 May 2019, Decision No. 2019/0166, which satisfies the requirements of the Act and sets out Council's approach for prudential management of all its projects.
- 1.4.3 The objectives of the Policy are:
- "1.1 to ensure that a Council project is undertaken only after an appropriate level of "due diligence" is applied to the proposed project; and*
 - 1.2 to ensure that each Council project is managed during the project, and evaluated after the project, to achieve identified public benefits or needs; and to minimise financial risks."*
- 1.4.4 The Prudential Management Policy and the Act 1999 require Council to consider a report addressing the prudential issues set out in subsection 2 of Section 48 when a project meets certain criteria, specified in (1) (b), namely where a council:
- (b) *engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—*
 - (i) *where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or*
 - (ii) *where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or*
 - (iii) *where the council considers that it is necessary or appropriate.*
- 1.4.5 As the capital cost of the Project will exceed the stipulated threshold, the CoS has commissioned the preparation of this report to ascertain whether the provisions of the Prudential Management Policy and Section 48 of the Act have been satisfied in the due diligence processes that have accompanied the Project.
- 1.4.6 The prudential issues set out Section 48 of the Act are reproduced in full as Attachment One.



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Section 48 Prudential Report – Burton Community Hub

2. RELATIONSHIP WITH RELEVANT STRATEGIC MANAGEMENT PLANS

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

(a) *the relationship between the project and relevant strategic management plans;*

2.1 Relevant Strategic Management Plans

2.1.1 Section 122 of the Act requires a Council to develop and adopt strategic management plans; these are required to incorporate the extent to which a Council's objectives are related to regional, state and national objectives.

2.1.2 For the purposes of this report the relationship between the Project and the following plans is considered relevant.

2.1.2.1 City of Salisbury

- (a) Salisbury City Plan 2035;
- (b) Annual Plan 2020/21;
- (c) Long Term Financial Plan 2020/21 to 2029/30; and
- (d) Asset Management Plan.

2.1.2.2 Regional

- (a) No relevant regional plans were identified.

2.1.2.3 South Australian State Government

- (a) 30 Year Plan for Greater Adelaide.
- (b) Growth State

2.1.2.4 Commonwealth Government

- (a) No relevant national plans were identified.

2.2 City of Salisbury Plans

2.2.1 Salisbury City Plan 2035

2.2.1.1 The strategic direction for the City of Salisbury is detailed in City Plan 2035 (City Plan),

2.2.1.2 The Salisbury vision is for 'a *progressive, sustainable and connected community*'.

2.2.1.3 This vision is implemented through four key directions:



- A welcoming and liveable City;
 - A sustainable City;
 - A growing City that creates new opportunities; and
 - Innovation and business development.
- 2.2.1.4 The new Burton Community Hub is identified in the City Plan as one of the major projects that CoS will deliver to progress the vision for a sustainable, connected and progressive community.
- 2.2.1.5 Under the key direction, "A welcoming and liveable City" the upgrade of the Community Hub at Burton is specifically identified as a strategic project under the heading of Critical Actions to be undertaken in a timeframe of up to 5 years.
- 2.2.1.6 Accordingly, the Project is strongly aligned to City Plan 2035.
- 2.2.2 Annual Plan 2020/21
- 2.2.2.1 The Salisbury Annual Plan 2020/21 (Annual Plan) links the overarching long term City Plan with the budget, the services delivered and rate levels.
- 2.2.2.2 The Annual Plan contains four key directions:
- (a) The Prosperous City.
 - (b) The Sustainable City.
 - (c) The Liveable City.
 - (d) Enabling Excellence
- 2.2.2.3 The Project is specifically referenced in the Annual Plan under the Infrastructure Program to progress the "Prosperous City" key direction, with the scope of works identified as to develop a detailed concept design, undertake community consultation and construct a Community Hub at Burton.
- 2.2.2.4 The Annual Plan includes the following financial provisions:
- (a) New Infrastructure \$3.000 million in 2020/21 and \$2.000 million in 2021/22.
 - (b) Depreciation \$60,000 in 2020/21 and \$40,000 in 2021/22.
- 2.2.2.5 The Project has been revised to \$6.283 million (through 20/21 Third Quarter Budget Review, and the 2021/22 Annual Plan), reflected by project numbers:
- (a) PR30070 Burton Community Hub - \$5.353 million; and



- (b) PR26070 The Shed & Community Garden - \$0.125 million.
- 2.2.2.6 To the end of April 2021 the CoS has expended or committed \$0.389 million of the budget allocation.
- 2.2.2.7 The provisions in the Annual Budget are expected to be sufficient for the expenditure incurred in 2020/21.
- 2.2.3 Long-Term Financial Plan 2020/21 to 2029/30:
 - 2.2.3.1 While seeking to achieve its corporate goals, CoS is mindful of its responsibilities to be financially sustainable. Being financially sustainable means having a financial position capable of meeting long term service and infrastructure levels and standards, acceptable to the community, without substantial increases in rates or disruptive cuts to services. It implies equity between generations.
 - 2.2.3.2 The 2020/21 Long Term Financial Plan (LTFP) reflects these responsibilities and aspirations.
 - 2.2.3.3 The LTFP covers the period 2020/21 to 2029/30 and is updated annually to incorporate changes in external factors such as government policy and local and global economic factors.
 - 2.2.3.4 Consistent with the Annual Plan, the LTFP incorporates provisions for the Burton Community Hub.
 - 2.2.3.5 The LTFP also includes a 'growth' provision and provision for new operating expenditure and new operating initiatives. These provisions are expected to be sufficient to fund the operations of the new assets.
 - 2.2.3.6 On completion of the Project the LTFP should be amended to reflect any changes in future operating costs which are associated with the assets created by the Project.
- 2.2.4 Asset Management Plans
 - 2.2.4.1 Salisbury owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities to the community. Asset Management Plans have been developed to ensure that Council continues to provide effective and comprehensive management of its asset portfolios.
 - 2.2.4.2 The Asset Management Plans (AMPs) define the level of expenditure required to maintain and renew assets.
 - 2.2.4.3 The Project will require the current asset value of the existing community building to be written off when it is demolished and the Project works will create new Council assets when constructed.



City of Salisbury
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- 2.2.4.4 The CoS's Asset Management Plan will need to be updated to reflect the demolition of the old building asset and the creation of the new asset on completion.

2.3 Regional Objectives

No regional objectives or plans identified as relevant to the Project.

2.4 South Australian State Plans

2.4.1 30 Year Plan for Greater Adelaide

- 2.4.1.1 The 30 Year Plan for Greater Adelaide was first prepared in 2010 to describe the State Government's plan for how Adelaide should grow to become more liveable, competitive and sustainable. It is the strategic land-use plan that guides the long-term growth of the city and its surrounds.

- 2.4.1.2 The current 30 Year Plan, prepared in 2017, has three key objectives:

- (a) Maintain and improve liveability;
- (b) Increase competitiveness; and
- (c) Drive sustainability and resilience to climate change.

- 2.4.1.3 There are also fourteen Policy themes in the 30 Year Plan, a multi-purpose Community and at Burton will contribute to the advancement of the Policy Theme of "Health, well-being and inclusion" by providing an increased range of community facilities close to surrounding homes which further enhances community interaction and social cohesion in a healthy walkable neighbourhood.

2.4.2 Growth State

- 2.4.2.1 Growth State is the South Australian Government's plan for economic growth. It responds to the needs of industry and focuses on building South Australia as a place to invest, expand existing business or create a new one. Within the identified key areas for growth, the State Government has committed to building the State's economic and social infrastructure to enhance the economy and liveability of South Australia.

- 2.4.2.2 The Burton Community Hub Project provides much needed infrastructure in the form of a community facility which can be used for a wide range of activities providing underpinning social infrastructure to support broader community policies.

- 2.4.2.3 The Project is considered to be aligned to the South Australian Government's Growth State plan.

2.5 Commonwealth Government

No national objectives or plans have been identified as relevant to the Project.



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3. OBJECTIVES OF THE DEVELOPMENT PLAN

Local Government Act, Section 48 (2) the following are prudential issues for the purposes of subsection (1):

(b) *the objectives of the Development Plan in the area where the project is to occur;*

3.1 Development Plan

- 3.1.1 Planning and development in South Australia is primarily governed by the Planning, Development and Infrastructure Act 2016 (PDI Act).
- 3.1.2 The PDI Act affects how development policy is formed, how development applications are assessed, and how the community is consulted on planning proposals.
- 3.1.3 A key component of the system is the Planning and Design Code which has replaced all council development plans to become the single source of planning policy for assessing development applications.
- 3.1.4 The demolition of the existing community centre building, and construction of a new Community Hub constitutes development under the Act and will be assessed against the Planning and Design Code, under the PDI Act and Regulations.
- 3.1.5 The CoS has lodged a Development Application for the Project (No. 21006431).
- 3.1.6 The Development Application is likely to be 'performance assessed', that is it would not require public notification. This is because a community facility is expressly excluded from notification within the Suburban Activity Zone of the Code.
- 3.1.7 The CoS intend to engage the services of an external planning consultant to assess the proposal and prepare the Council Assessment Report.

3.2 Approving Authority

- 3.2.1 The Minister has confirmed Council are the Relevant Authority to assess the proposal.
- 3.2.2 The CoS's Assessment Manager has the authority to assess the application. The Development Application therefore does not have to go to Council's Assessment Panel for a decision.



City of Salisbury
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4. ECONOMIC DEVELOPMENT

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (c) *the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;*

4.1 Contribution to Economic Development

- 4.1.1 Economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.
- 4.1.2 The Project will contribute to economic development in the CoS from the associated construction activity and from an expected increase in use of the enhanced community facilities.
- 4.1.3 There are economic and employment multiplier benefits to the broader economy from the economic activity that will be generated by the construction phase and from the purchase of goods and services relating to the Project.
- 4.1.4 The expenditures associated with the Project will have direct economic effects, indirect effects of related purchases in the broader economy and induced effects of spending on goods and services by the employees of the companies providing goods and services to the Project.
- 4.1.5 While we do not consider the contribution to economic development to be a key driver of progressing the Project, the CoS has sought to quantify the potential economic activity generated by the construction of the Project assets.
 - 4.1.5.1 The CoS has utilised the "economy.id" economic impact model, a tool for measuring secondary and tertiary economic effects of a capital investment, to quantify this impact.
 - 4.1.5.2 The output from the model quantifies the expected impact the Project will have on the CoS area and on the national economy more broadly.
 - 4.1.5.3 The *economy.id* model relies on inputs from the National Institute of Economic and Industry Research, an independent private research company.
- 4.1.6 For modelling purposes, a Project cost of \$6.500 million has been assumed and the expenditure associated with the Project has been characterised as Building Construction.



4.2 Construction Impact

- 4.2.1 Based on the 'economy.id' modelling, the total estimated construction impact of the Project is summarised in Table One.

Table One: Economic Impact of Burton Community Hub Construction

Component	Output (\$m)	Value added (\$m)	Local Jobs
Impact on Salisbury			
- Direct impact on building sector	6.50	1.15	11
- Industrial impacts	1.62	0.61	6
- Consumption impact	0.33	0.15	1
Total impact on Salisbury	8.45	1.91	18
- Impact in SA outside Salisbury	2.26	0.99	9
- Impact outside SA economy	2.73	1.15	9
Total impact on Australian economy	13.44	4.04	36

Note: Figures may not add due to rounding

4.2.2 Economic Output

- 4.2.2.1 From a direct increase in output of \$6.50 million it is estimated the increase in indirect demand for intermediate goods and services across related industry sectors would be an additional \$1.62 million in economic output.
- 4.2.2.2 The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$0.33 million.
- 4.2.2.3 The combined effect of all direct, industrial and consumption effects would result in total estimated rise in Output of \$8.45 million in the CoS economy, representing a Type 2 Output multiplier of 1.30.
- 4.2.2.4 The combined effect of economic multipliers in the CoS and the wider Australian economy is estimated to be \$13.44 million added to Australia's economic output with a further value added impact on Gross Domestic Product of \$4.04 million.

4.2.3 Employment

- 4.2.3.1 From a direct increase in output of \$6.50 million the corresponding creation of direct jobs is estimated at 11 jobs. From this direct expansion in the economy there would be flow-on effects creating an additional 6 jobs. This represents a Type 1 Employment multiplier of 1.55.



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- 4.2.3.2 This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 1 job through consumption impacts.
- 4.2.3.3 The combination of all direct, industrial and consumption effects would result in a total estimated increase of 18 jobs located in the CoS.
- 4.2.3.4 Further, the combined effect of economic multipliers in the CoS and the wider Australian economy is estimated to be an addition of 36 jobs.

4.3 Impact on Business in the proximity

4.3.1 Construction phase

- 4.3.1.1 Given the location of the site, progressing the Project is likely to have an impact on the availability of car parking in the area which may be viewed as a negative impact on businesses in the proximity during the construction phase.
- 4.3.1.2 However, during the construction phase, the presence of construction contractors should see an increase in activity for some retail and food businesses in the immediate vicinity.

4.3.2 Post completion

- 4.3.2.1 As a significant enhancement and upgrade to an existing asset, including the addition of library services, it is expected that there will be a material increase in economic activity in the proximity of the Project as a higher number of users are attracted to the area.

4.4 Fair Competition

- 4.4.1 We do not consider that the redevelopment or future operation of the Burton Community Hub to constitute the CoS undertaking a 'Significant Business Activity' as defined by National Competition Principles and therefore the principles of Fair Competition do not apply.



5. COMMUNITY CONSULTATION

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (d) *the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;*

5.1 Level of Consultation

- 5.1.1 The CoS is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the Council and the community. The Community Consultation Policy, prepared pursuant to Section 50 of the Local Government Act 1999, reapproved on 27 April 2020 (Decision Number 0508/2020), reflects this commitment.
- 5.1.2 The Policy sets out the following principles as central to the Public Consultation process.
- *"Participation: Council views all members of its community as being citizens and recognises that citizenship grows and develops with the participation of citizens in democratic processes.*
 - *Respect: Council values and respects the diversity of the community of the City of Salisbury and believes that all citizens have the right to be consulted and to participate in Councils consultative and decision-making processes.*
 - *Partnership: Council will work in partnership with the community to shape the future of the City of Salisbury because it believes that the City's future is best achieved through an active and informed citizenry.*
 - *Wellbeing: Council believes that community wellbeing, vibrancy and sustainability is enhanced by citizens participating in Council's decision-making process.*
 - *Accountability: Council is accountable to its community through Community participation and engagement for the management of its resources, assets and expenditure and for the decisions it makes.*
 - *Accessibility: Council recognises that there are a number of groups within the community who have particular requirements to enable them to participate effectively in decision making processes. Council will ensure that any barriers to effective community participation and engagement are addressed."*
- 5.1.3 In applying this Policy, CoS is to utilise its Community Engagement Framework to enable a consistent and effective approach to consultation by staff.
- 5.1.4 UPRS was engaged by CoS to undertake community engagement with the local community and key stakeholders to inform the development of the Burton Community



Hub. The engagement process ran from Monday 13 July until 5pm Wednesday 5 August 2020 and included two activities.

5.1.4.1 Community survey printed in hard copy and distributed to a catchment of 16,341 properties with reply paid envelopes included. There were 239 survey responses. The survey was also promoted on CoS's social media pages, on a sign established outside the Burton Community Centre and in a letter sent to stakeholders.

5.1.4.2 Workshop with Burton Community Centre and Soccer Club staff and volunteers. The workshop was also attended by DASH Architects and Elected Members Councillors Julie Woodman and Chad Buchanan.

5.1.5 Based on the feedback received through the survey and workshop, UPRS have developed the following as the "community's brief" which provides an indication of the types of qualities, services and spaces that the community is looking for from the Burton Community Hub.

Figure One: Burton Community Hub – Community's Brief

Indoor spaces	Outdoor space	Types of services and activities:
<ul style="list-style-type: none"> Large flexible space for large functions and club and community events Library Meeting rooms Classroom space Greeting area Space to drop-in sit and have a chat and a cuppa Community information display Café Children's area Industrial kitchen (for café, functions and cooking classes) Maker space Change rooms Indoor exercise (eg. group fitness, pool, volleyball, gym equipment) Computer area (community use and training) Quiet spaces (eg. prayer room, sensory room) Storage space 	<ul style="list-style-type: none"> Gardens and landscaping More seating and shade BBQ and picnic areas (near playground) Upgraded/new playground (near café) Soccer fields Community garden Sensory garden Areas for youth (eg. % basketball, cricket nets) Fenced outdoor space connected to the hub building Public toilets 	<ul style="list-style-type: none"> Large functions Classes (eg dance, language, group fitness, art and craft, community education) Children's and youth activities Community dinners Movie nights Soccer presentation nights (400 people) Printing and photocopying Library JP Complimentary health (eg. immunisation) Council payments Art exhibitions Activities for all ages, cultural backgrounds, means and abilities Staffed centre for pop-ins
Access and infrastructure	Built form	
<ul style="list-style-type: none"> More car parking (500-1000 at game days) High speed internet Safe, well-lit pathways and crossings Traffic calming/management Wayfinding and promotional signage Community bus 	<ul style="list-style-type: none"> A modern functional building Welcoming community feel Greening, colour and art Accessible and inclusive 	

5.1.6 The CoS has undertaken community consultation for this Project consistent with its Policy.



5.2 Community Influence

- 5.2.1 The Project has been the subject of a detailed engagement process to provide the community with the opportunity to influence the outcome of the Project.
- 5.2.2 As part of this engagement process the community was asked to identify the features they would like to see in the future Burton Community Hub. The highest-ranking features identified as very important or important were:
 - 5.2.2.1 outdoor seating and shade (81%);
 - 5.2.2.2 complementary services (health, immunisation);
 - 5.2.2.3 employment, public advice (78%); and
 - 5.2.2.4 BBQ or picnic spaces (75%).
- 5.2.3 The outcomes of this engagement process were included in the community's brief which was presented to the Project Control Group.



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6. FINANCIAL ASSESSMENT

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (e) *if the project is intended to produce revenue, revenue projections and potential financial risks;*
- (f) *the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;*
- (g) *the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;*

6.1 Revenue Production, Revenue Projections and Potential Financial Risks

6.1.1 Revenue Production and Projections

- 6.1.1.1 The existing Burton Community Hub generates revenue of between \$8,000 and \$10,000 per annum from User Charges from community groups or business who hire the community and commercial spaces.
- 6.1.1.2 This revenue is retained by Burton Community Centre Incorporated and is not revenue of CoS.
- 6.1.1.3 It is expected that due to the new assets being created by the Project there will be an increase in revenue generated. Based on the CoS experience elsewhere this could produce an increase in revenue of up to 20% compared to historical performance.

6.1.2 Potential Financial Risks

- 6.1.2.1 Insufficient Budget.
 - (a) CoS has been working with Rider Levett Bucknall (RLB) Quantity Surveyors during the scoping phase of the Project and has commissioned detailed cost estimates. These estimates include contingency allowances for the following:
 - (i) Design Development Contingency (\$0.175 million) to allow for issues that will arise during the design and documentation period as the design team develops the design through to 100% documentation.
 - (ii) Construction Contingency (\$0.240 million) which allows for issues that will arise during the construction period including for latent conditions, design errors and omissions, design changes, client changes, extension of time costs and provisional sum adjustments.



- (iii) Escalation (\$0.092 million) which allows for rise and fall in costs from the stated base date of the estimate to the stated future delivery program as stated in the report.
- (b) The current draft cost estimate has been prepared based on preliminary architectural drawings which are at 60% design documentation phase. The current draft RLB cost estimate is for \$6.550 million.
- (c) The CoS has reviewed this cost estimate and identified \$0.309 million of costs which have been allowed for in existing commitments and a further \$0.106 million in value management initiatives to be implemented. Based on the adjusted RLB cost estimates the Project budget is sufficient to deliver the current scope of works. However, following the tender process and discussions on value management initiatives if the tendered prices exceed the available budget a further report will be presented to Council seeking additional funding.

6.1.2.2 Construction cost overruns.

- (a) Construction cost overruns can be a risk with any large scale construction project.
- (b) The CoS has sought to mitigate this risk by:
 - (i) obtaining independent detailed pre-tender construction cost estimates through the Project planning phase; and
 - (ii) seeking a fixed price building contract sourced through an initial expression of interest process (which will be based on a 60% design) to be followed by a select tender process for three short-listed parties.
- (c) There is still some level of risk that there could be construction cost overruns, if there are scope changes or if the detailed designs failed to identify some required works.
- (d) The proposed procurement process is designed to transfer most of the risk of construction cost overruns to the contractor and away from CoS.

6.1.2.3 Works are not completed in time to meet grant conditions.

- (a) The Shed and Community Garden component of the Project (\$0.375 million) is Grant funded and is required to be completed by 31 December 2021.
- (b) It is a pre-requisite of the procurement process that the successful tenderer must confirm that Practical Completion on the Shed component can be delivered by 17 December 2021 in order to satisfy the conditions of grant.



6.2 Recurrent and Whole of Life Costs, Financial Arrangements

6.2.1 Recurrent Costs

6.2.1.1 Ongoing operating costs

- (a) The Burton Community Centre Inc. is responsible for operating expenses such as cleaning and outgoings.
- (b) The CoS, as owner of the asset, is responsible for maintenance.
- (c) The operations of the Community Hub will now include the costs associated with the transfer of services from the Salisbury West Library. There may also be an opportunity to derive some operational savings from the consolidation of services at one location.
- (d) There has not yet been any analysis on the impact on operating costs of the new Community Hub nor on the impact of the relocation of library services. This will occur as the asset nears construction completion.
- (e) The CoS has adequate general provisions in the LTFP to meet increases in the cost base arising from new projects and makes any necessary adjustments to the cost base on the completion of projects.

6.2.1.2 Depreciation

- (a) Progressing the Project will increase the depreciation expense currently applicable to the Burton Community Centre due to the increase in the value of the developed assets.
- (b) Consistent with the CoS accounting policies and the proposed design life of the Project, the redevelopment works are expected to have a 50-year useful life.
- (c) The new forecast depreciation charge based on a 2% depreciation rate is \$0.130 million per annum.
- (d) Progressing the Project will also result in the removal of the annual depreciation expense relating to the Community Centre assets to be replaced. The LTFP contains provisions for increased depreciation relating to the construction of new assets.

6.2.1.3 Interest

- (a) CoS does not enter separate finance arrangements relating to major projects and instead has a policy to finance any net operating funding shortfall with corporate level loan facilities.
- (b) As the Project is provided for in the current Annual Plan, undertaking this Project will not increase the amount of borrowings that CoS



requires over and above the current budget allocation unless there is a budget overrun.

- (c) The CoS capital program is funded through borrowings.
- (d) Based on a \$6.500 million assumed Project cost and an interest rate of 2.05% which is the current CAD rate quoted by the LGFA, the annual finance cost relating to the Project is currently approximately \$0.162 million per annum.

6.2.1.4 Revaluation

- (a) The Burton Community Hub is an asset that will be revalued every five years in accordance with CoS accounting policies.

6.2.2 Whole of Life costs

6.2.2.1 The CoS has not prepared a whole of life cost estimate for the Project.

6.2.2.2 To inform Council we have prepared a whole of life cost estimate based on the following assumptions.

- (a) Consistent with the current operating model the CoS will not derive revenue from the Burton Community Hub (and even if there was a change in operating model the revenue is not considered to be material).
- (b) Consistent with the current operating model operating expenditure is paid by Burton Community Hub Inc. and library operating costs are not considered to be new costs as they are already in the LTFP from the Salisbury West Library.
- (c) Building maintenance costs are assumed to be 1.5% per annum of the estimated construction cost.
- (d) The allocation of \$0.500 million from the Commonwealth Government Local Roads and Community Infrastructure Program through the Department of Infrastructure, Transport, Regional Development and Communications.
- (e) Capital costs are \$6.500 million.
- (f) The Project has a useful life of 50 years with depreciation calculated at the rate of 2% per annum.
- (g) Notional finance costs are based on the LGFA CAD rate of 2.05%.



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6.2.2.3 Table Four shows the whole of life impact on the Operating Statement.

Table Two: Whole of Life Cost impact of Statement of Comprehensive Income

Statement of Comprehensive Income

Income

Rates	-
Statutory Charges	-
Grants Subsidies and Contributions	-
Investment Income	-
Reimbursements	-
Other Income	-
Total Income	-

Expenses

Employee Costs	-
Materials, Contracts & Other Expenses	4,777,500
Depreciation, Amortisation & Impairment	6,500,000
Finance Costs	17,556,052
Total Expenses	28,833,552

Operating Surplus (Deficit) (28,833,552)

Amount Received Specifically For New Assets 500,000

Net Surplus (Deficit) (28,333,552)

6.2.3 Financial Arrangements

6.2.3.1 The CoS has received a grant of \$0.500 million from the Commonwealth Government through the Local Roads and Community Infrastructure Program administered by the Department of Infrastructure, Transport, Regional Development and Communications.

6.2.3.2 The balance of the Project cost will be funded by the CoS.

6.3 Financial Viability

6.3.1 Financial viability can be defined as the ability to generate sufficient income to meet operating expenses, financial obligations and to provide the potential for future growth.

6.3.2 Financial viability has been assessed at both the Project level and at Council level.

6.3.3 Project viability

6.3.3.1 The Project involves the redevelopment of existing community infrastructure, to create enhanced Community Hub facilities.

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6.3.3.2 Under the current operating model the CoS will not generate revenue from these facilities. Even if the operating model was to change and the CoS retained all revenues generated from User Charges at the Hub they are not material and the Project would not cover the cost of maintenance and depreciation. This is to be expected from this type of community project.

6.3.4 CoS viability

6.3.4.1 The Local Government sector has adopted a consistent set of key financial indicators which provide an indication of a council's financial performance and sustainability.

6.3.4.2 Based on these indicators, the CoS has adopted the key financial targets shown in Table Three to ensure it operates in a financially sustainable manner.

Table Three: Key Financial Indicators

Financial Indicator	Adopted Target
Operating Surplus Ratio (Operating Surplus divided by total operating revenue)	Greater of 0.5% to 5.0%
Net Financial Liabilities Ratio (Net Financial Liabilities divided by Operating Revenue)	<70% of Operating Revenue
Asset Renewal Funding Ratio (Asset Renewal Expenditure divided by Asset Management Plan Renewal Expenditure)	90% to 110%

Source: City of Salisbury 2020-21 Annual Business Plan

6.3.4.3 The LTFP has a closing forecast net debt position of \$48.486 million (Cash Advance Debentures plus current and non-current borrowings) at the end of FY2021 increasing to a net debt position of \$64.227 million at the end of FY2022 before decreasing over the remaining years of the LTFP.

6.3.4.4 The Net Financial Liabilities ratio indicates the extent that Council can meet its net financial liabilities out of a single year's operating revenue. A lower ratio indicates a stronger capacity to meet financial obligations.

6.3.4.5 CoS has a stated operating range for its Net Financial Liabilities (NFL) Ratio of between 0% and 70%. The LTFP shows that CoS is forecasting a NFL Ratio of 54.3% in FY2021, increasing to 65% in FY2022.

6.3.4.6 Given that CoS is forecast to remain within its target NFL Ratio, we are comfortable that progressing the Project will not adversely impact CoS's financial viability even if the costs of the Project marginally exceed the current allocated budget.



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7. PROJECT RISK AND MITIGATION STRATEGIES

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (h) *any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);*

7.1 Risk Management

- 7.1.1 This report assesses the risk management actions taken or being considered by CoS for the Project.
- 7.1.2 CoS has adopted a Risk Management Charter, within this it has developed and tailored a methodology consistent with the International Standard for Risk Management, AS/NZS/ISO31000:2009 for the identification and management of risk. This methodology is integrated into CoS's projects, business and corporate planning and review processes. The Charter establishes that any risk which falls within the "Very High" quadrant of the Risk Matrix exceeds the City's risk tolerance and specific action must be taken immediately to mitigate this level of risk or consideration should be given to abandoning the program, process or activity.
- 7.1.3 To support the identification and management of risk, the Senior Project Lead has developed a Risk Register for the Project (last updated May 2021). Based on the Project Risk Register, Table Four shows the number of identified risks per risk category and their inherent risk rating.

Table Four: Inherent Risk Assessment Category Summary

Risk Level	Very High	High	Medium	Low	Total
Land and Property	2	2			4
Funding		3			3
Procurement		5			5
Design		6			6
Quality		2			2
Construction		3	2		5
General		4	2		6
Total	2	25	4		31

- 7.1.4 The two risks with an inherent rating of "Very High" both related to Land and Property, these risks and the proposed controls are shown below.

- 7.1.4.1 Risk: Project will likely represent a significant financial commitment from Council into new buildings and facility development. Clear understanding of usage with key stakeholders.



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- 7.1.4.2 Proposed Control: "As the order of costs prepared for the project to date anticipate expenditure for this project in excess of \$6 million, Council is required under Section 48 of the Local Government Act 1999 to obtain a prudential report. Preparation of this prudential report will be undertaken within the existing project budgets as part of the next phase of the project.
- 7.1.4.3 Risk: The Land Title shows easements and building restrictions on parcel of land.
- 7.1.4.4 Proposed Control: Detailed property investigations to be completed to investigate easements, titles, car parking memorials, property team to investigate removal of easement.
- 7.1.5 Table Five: shows the number of identified risks per risk category and their residual risk rating, that is after the application of identified risk controls.

Table Five: Residual Risk Assessment Category Summary

Risk Level	Very High	High	Medium	Low	Total
Land and Property			3	1	4
Funding				3	3
Procurement			2	3	5
Design			3	3	6
Quality			1	1	2
Construction			2	2	5
General			2	4	6
Total	0	0	13	17	31

- 7.1.6 No risks were assessed as having a residual rating of "Very High" and the Project is therefore within the City's risk tolerance.

7.2 Risk Mitigation

- 7.2.1 CoS should ensure that the mitigation strategies identified in the Project Risk Register are implemented.
- 7.2.2 The Project Risk Register should be reviewed at regular intervals during the Project to ensure risk is regularly considered and monitored and that appropriate mitigations strategies are put in place as the Project is delivered.
- 7.2.3 Regular reporting of the Project Risk Register to the Project Control Group and subsequent Project progress reporting to the Works and Services Sub-Committee together with quarterly budget reviews appear to be adequate to ensure the Chief Executive Officer, or his delegate, and Council are apprised of areas of risk.



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8. PROJECT DELIVERY

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

- (i) *the most appropriate mechanisms or arrangements for carrying out the project.*

8.1 Mechanism for carrying out the Project

- 8.1.1 To support delivery of the Project, CoS has developed a Burton Community Hub Upgrade Acquisition Plan dated 14 April 2021 prepared by the Procurement Business Partner, Business Excellence.
- 8.1.2 The Acquisition Plan confirms:
 - 8.1.2.1 The scope of the Project;
 - 8.1.2.2 The business need;
 - 8.1.2.3 The intended procurement approach;
 - 8.1.2.4 The financial implications;
 - 8.1.2.5 Timelines; and
 - 8.1.2.6 Other relevant considerations to the delivery of the Project.
- 8.1.3 The Acquisition Plan adopts a two staged procurement approach comprised of an Open Expression of Interest Process followed by a Select Request for Tender. The approval of the CoS Executive is required for the final Scope of Works prior to the release of Stage 2 - Select Request for Tenders.
- 8.1.4 The Expression of Interest process is scheduled to be released to the market in June 2021. The stated objectives of the procurement are as follows:
 - 8.1.4.1 value for money;
 - 8.1.4.2 identification of a single suitably qualified and experienced Contractor to manage and undertake all works who best meets the evaluation criteria;
 - 8.1.4.3 completion of the contract as per specifications, on time and within budget;
 - 8.1.4.4 to build long term relationships with Contractors;
 - 8.1.4.5 to understand skills and capabilities of Contractors for future projects; and
 - 8.1.4.6 consideration to be given on Northern Regional Economic benefits.
- 8.1.5 The Acquisition Plan envisages a nine month construction period.
- 8.1.6 The Acquisition Plan demonstrates that CoS has identified appropriate mechanisms in place for carrying out the Project.



8.2 Project Procurement

- 8.2.1 The CoS Procurement Policy, adopted on 28 August 2017 (2017/1984), last reviewed on 27 May 2019 (2019/0166), articulates a commitment to developing, implementing and maintaining an industry leading supply management approach that supports the delivery of identified organisation objectives through value enhancing procurement and management of associated risk.
- 8.2.2 The Policy applies to all Council staff and personnel engaged by Council who undertake Procurement Activities on its behalf and relates to all Procurement Activities associated with the acquisition of Goods, Works or Services of any value by the CoS.
- 8.2.3 The Policy is supported by a Procurement Framework which outline the specific steps of Procurement Activity.
- 8.2.4 In progressing the concept development and detailed design for the proposed Burton Community Hub, in accordance with Council's February 2019 resolution (0090/2019), the CoS has already procured services utilising DASH Architects through Direct negotiation, an approved method under the Procurement Framework.
- 8.2.5 The Acquisition Plan is consistent with the CoS Procurement Framework.
- 8.2.6 The CoS Procurement Policy has been complied with in progressing the Project to date.



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9. SALE AND OR DISPOSITION OF LAND

Local Government Act, Section 48 (2) The following are prudential issues for the purposes of subsection (1):

(i) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.

9.1 Valuation of Land

9.1.1 The Project does not involve the sale or disposition of land and accordingly part (j) of the Act is not considered relevant.



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10. CONCLUSION

- 10.1 This report has been prepared to meet the requirements of the Prudential Management Policy and Section 48 of the Local Government Act and to provide Council with a comprehensive understanding of the prudential issues relating to the Burton Community Hub Project.
- 10.2 The Burton Community Hub Project is the construction of a new \$6.500 million Community Hub at 386 Waterloo Corner Road, Burton featuring a contemporary and technologically advanced library, as well as flexible spaces for programs and events, meeting rooms, learning areas and a Men's Shed.
- 10.3 The Project is specifically mentioned in both the City Plan 2035 and the current Salisbury Annual Plan as one of the major projects that CoS will deliver to progress the vision for a sustainable, connected and progressive community and is a critical action to specifically advance the key direction "A welcoming and liveable City". The provisions in the Annual Plan and Long Term Financial Plan are expected to be sufficient to undertake the Project. However, following the tender process if the budget is not sufficient a report will be brought back to Council for further consideration.
- 10.4 The Burton Community Hub Project provides much needed infrastructure which can be used for a wide range of activities providing underpinning social infrastructure to support broader community policies, this will assist to advance the South Australian Government's plan for economic growth and the Policy theme of "Health, well-being and inclusion" contained in the 30 Year Plan for Adelaide.
- 10.5 The demolition of existing community centre building, and construction of a new Community Hub constitutes development under the Act and will be assessed against the Planning and Design Code, under the PDI Act and Regulations. A Development Application has been lodged and this will be assessed by the CoS's Assessment Manager. The Development Application is likely to be 'performance assessed', and as such would not require public notification. This is because a community facility is expressly excluded from notification within the Suburban Activity Zone of the Code.
- 10.6 While the contribution to economic development is not considered to be a key driver for progressing the Project the combined effect of economic multipliers in the CoS and the wider Australian economy is estimated to be \$13.44 million added to Australia's economic output with a further value added impact on Gross Domestic Product of \$4.04 million. Further, this is forecast to result in an estimated increase of 18 jobs located in the CoS and a total of 36 jobs in the wider Australian economy.
- 10.7 UPRS was engaged to undertake community engagement with the local community and key stakeholders to inform the development the Burton Community Hub. The engagement was somewhat impacted by COVID-19 but included a community survey and a workshop with Burton Community Centre and Soccer Club staff and volunteers. Based on the feedback received through the survey and workshop, UPRS developed a "community's brief" to provide an indication of the qualities, services and spaces that the community was looking for from the Burton Community Hub. Many of these elements are reflected in the final design and plans for the Community Hub.
- 10.8 The Project will not produce revenue for the CoS.



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- 10.9 The CoS has not identified the specific increases in costs likely to arise from undertaking the Project nor has it prepared a whole of life cost estimate. However, the CoS has general financial provisions within the LTFP to meet increased operating costs associated with new projects (such as the Burton Community Hub) undertaken as part of the CoS capital works program, and these provisions are revised once the assets are constructed. Progressing the Project will not adversely impact CoS's financial viability even if the costs of the Project marginally exceed the current allocated budget.
- 10.10A Risk Register has been developed consistent with the CoS Risk Management Charter. Two risks were assessed as having an inherent risk rating of "Very High", which after the application of controls had a residual rating of "Medium". Given the overall risk rating, the Project sits within the City's identified risk tolerance.
- 10.11The CoS has prepared an Acquisition Plan for the Project, consistent with the Procurement Policy and Procedures, which adopts a two staged procurement approach comprised of an Open Expression of Interest Process followed by a select Request for Tender. The CoS Procurement Policy has been complied with in progressing the Project to date.
- 10.12The Project does not involve the sale or disposition of land.



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ATTACHMENT ONE: LOCAL GOVERNMENT ACT, 1999 SECTION 48

Section 48 – Prudential requirements for certain activities

- (aa1) A council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council—
 - (a) acts with due care, diligence and foresight; and
 - (b) identifies and manages risks associated with a project; and
 - (c) makes informed decisions; and
 - (d) is accountable for the use of council and other public resources.
- (a1) The prudential management policies, practices and procedures developed by the council for the purposes of subsection (aa1) must be consistent with any regulations made for the purposes of this section.
- (1) Without limiting subsection (aa1), a council must obtain and consider a report that addresses the prudential issues set out in subsection (2) before the council—
 - (b) engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body)—
 - (i) where the expected operating expenses calculated on an accrual basis of the council over the ensuing five years is likely to exceed 20 per cent of the council's average annual operating expenses over the previous five financial years (as shown in the council's financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4 000 000 (indexed); or
 - (iii) where the council considers that it is necessary or appropriate.
- (2) The following are prudential issues for the purposes of subsection (1):
 - (a) the relationship between the project and relevant strategic management plans;
 - (b) the objectives of the Development Plan in the area where the project is to occur;
 - (c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;
 - (d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;
 - (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
 - (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;
 - (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;
 - (h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);
 - (i) the most appropriate mechanisms or arrangements for carrying out the project;
 - (j) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the Land Valuers Act 1994.
- (2a) The fact that a project is to be undertaken in stages does not limit the operation of subsection (1)(b) in relation to the project as a whole.
- (3) A report is not required under subsection (1) in relation to—
 - (a) road construction or maintenance; or
 - (b) drainage works.



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- (4) A report under subsection (1) must be prepared by a person whom the council reasonably believes to be qualified to address the prudential issues set out in subsection (2).
- (4a) A report under subsection (1) must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the council).
- (4b) A council must give reasonable consideration to a report under subsection (1) (and must not delegate the requirement to do so under this subsection).
- (5) A report under subsection (1) must be available for public inspection at the principal office of the council once the council has made a decision on the relevant project (and may be available at an earlier time unless the council orders that the report be kept confidential until that time).
- (6) However, a council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the council).
- (6a) For the purposes of subsection (4a), a person has an interest in a project if the person, or a person with whom the person is closely associated, would receive or have a reasonable expectation of receiving a direct or indirect pecuniary benefit or a non-pecuniary benefit or suffer or have a reasonable expectation of suffering a direct or indirect detriment or a non-pecuniary detriment if the project were to proceed.
- (6b) A person is closely associated with another person (the relevant person)—
 - (a) if that person is a body corporate of which the relevant person is a director or a member of the governing body; or
 - (b) if that person is a proprietary company in which the relevant person is a shareholder; or
 - (c) if that person is a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee; or
 - (d) if that person is a partner of the relevant person; or
 - (e) if that person is the employer or an employee of the relevant person; or
 - (f) if that person is a person from whom the relevant person has received or might reasonably be expected to receive a fee, commission or other reward for providing professional or other services; or
 - (g) if that person is a relative of the relevant person.
- (6c) However, a person, or a person closely associated with another person, will not be regarded as having an interest in a matter—
 - (a) by virtue only of the fact that the person—
 - (i) is a ratepayer, elector or resident in the area of the council; or
 - (ii) is a member of a non-profit association, other than where the person is a member of the governing body of the association or organisation; or
 - (b) in a prescribed circumstance.
- (6d) In this section, \$4 000 000 (indexed) means that that amount is to be adjusted for the purposes of this section on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter, 2009.
- (6e) In this section—

employee of a council includes a person working for the council on a temporary basis;

non-profit association means a body (whether corporate or unincorporate)—

 - (a) that does not have as its principal object or 1 of its principal objects the carrying on of a trade or the making of a profit; and
 - (b) that is so constituted that its profits (if any) must be applied towards the purposes for which it is established and may not be distributed to its members.
- (7) The provisions of this section extend to subsidiaries as if a subsidiary were a council subject to any modifications, exclusions or additions prescribed by the regulations.

ITEM	4.1.2
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
HEADING	Capital Works Update - Coomurra Reserve
AUTHOR	Jamie Hosking, Team Leader Urban Built Assets, City Infrastructure
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 4.2 We deliver quality outcomes that meet the needs of our community 1.1 Our City is attractive and well maintained
SUMMARY	This report gives an update on the status of Coomurra Reserve new playground.

RECOMMENDATION

1. The report is received and noted.
2. Council endorses Option B for the Coomurra Play Space to proceed to community consultation.
3. That a further report be presented back to Committee with the outcomes of the consultation and any changes to the concept plan as a result of the feedback with further refined costings for the delivery of the playspace. Council notes that any additional budget will be found through savings within the Infrastructure Program.
4. Council notes the current budget.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Coomurra Concept Design Report

1. BACKGROUND

- 1.1 As part of the 2020/21 Business Plan, budget was allocated for development of a new playspace at Coomurra Reserve.
- 1.2 Early consultation relating to the new playspace at Coomurra Reserve has been undertaken, and an indicative location has been selected.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Infrastructure Management
- 2.2 External
 - 2.2.1 Local Residents
 - 2.2.2 Elected Members

3. REPORT

- 3.1 Consultation has recently been undertaken to help inform a proposed location for the new playspace at Coomurra Reserve, this included discussion and feedback being sought by the ward members. Feedback included;
- Inclusion of nature play equipment
 - fixed equipment;
 - see-saw
 - slide
 - a large flying fox
 - a sheltered set of swings, including a basket
 - Little/young child-friendly equipment i.e. 2-year-old or younger
 - Installation of fencing around playground if it is close to the road
 - Accessible from some informal parking in the open space
 - Consideration for inclusive accessible equipment
 - Seating
 - Minimal loss of vegetation
- 3.2 Site investigations have been undertaken to help inform the development of the concept plan. There are a number of constraints on the site including;
- Overhead low voltage power lines along Stanford Road,
 - Electrical easement for the high voltage interconnector,
 - Gradient and slope
- 3.3 \$200,000 has been allocated for the works within the 2020/21 financial year.
- 3.4 Two concept plans have been prepared for consideration, refer Appendix A

Option A

The first concept directly responds to the community feedback provided to the Ward Councilors and allows for the inclusion of

- Focus on nature play
- Swinging and climbing elements
- Informal seating
- Informal kick-a-bout area
- Toilet
- Flying fox
- Inclusive elements
- Car parking.

Several of these elements are not supported within the Place Activation Strategy for a local playspace, including; Car parking, inclusive elements and toilet.

Indicative costings prepared for Concept A are \$624,000, which includes all elements mentioned in the consultation. Option A is well beyond the Local Play Space criteria, particularly given Carisbrooke Regional Playspace is within a kilometer of the proposed location.

Option B

The second concept responds to the constraints of the site and to the feedback provided within the parameters of the allocated budget. Concept B also aligns to the principles within the Place Activation Strategy for a local level playspace and the nominated budget.

Key features include;

- Focus on nature play
- Swinging and climbing elements
- Informal seating
- Informal kick-a-bout area

Given the budget constraints the concept excludes;

- Toilet
- Flying fox
- Inclusive elements
- Car parking.

Indicative costings have been prepared for Concept B are \$277,000 (including \$36,000 contingency), with the site constraints creating a significant amount of additional earthworks (\$50,000). It is expected that the additional funding can be accommodated through savings within the Infrastructure Program.

It is not recommended Option B endorsed to move forward to detailed design and Construction this financial year.

4. CONCLUSION / PROPOSAL

- 4.1 It is proposed to design and construct Coomurra Drive Playground in 2021/22, based on Option B, at an estimated cost of \$277,000.

CO-ORDINATION

Officer:	GMCI	EXEC GROUP
Date:	09/07/2021	12/07/2021

City of Salisbury Coomurra Drive Playspace



Opportunities to develop Reserve to meet Open Space Reserve standard for Neighbourhood Park.

Neighbourhood Park service level includes (to be developed as part of project)

1. Trees and landscaping
2. Irrigated grassed areas (this could be sections of the park strategically irrigated).
3. Seating
4. Walking tracks/pathways.
5. Playspace
6. Youth activity areas (e.g. skate, BMX, half court).
7. Drinking fountain
8. Security Lighting
9. Signage
10. Pathways to the park.



City of Salisbury

Coomurra Drive Playspace



Community feedback recieved for inclusion within Neighbourhood Park.

- | | |
|--|-------------------------|
| 1. Nature themed | 8. Slide |
| 2. Accessible from informal parking | 9. See-saw |
| 3. Seating | 10. Swings (basket) |
| 4. Minimal loss of vegetation | 11. Single toilet |
| 5. Importance of nature play equipment | 12. Inclusive equipment |
| 6. Little/young child-friendly equipment | 13. Flying fox |
| 7. Fencing around playground | |



City of Salisbury

Coomurra Drive Playspace

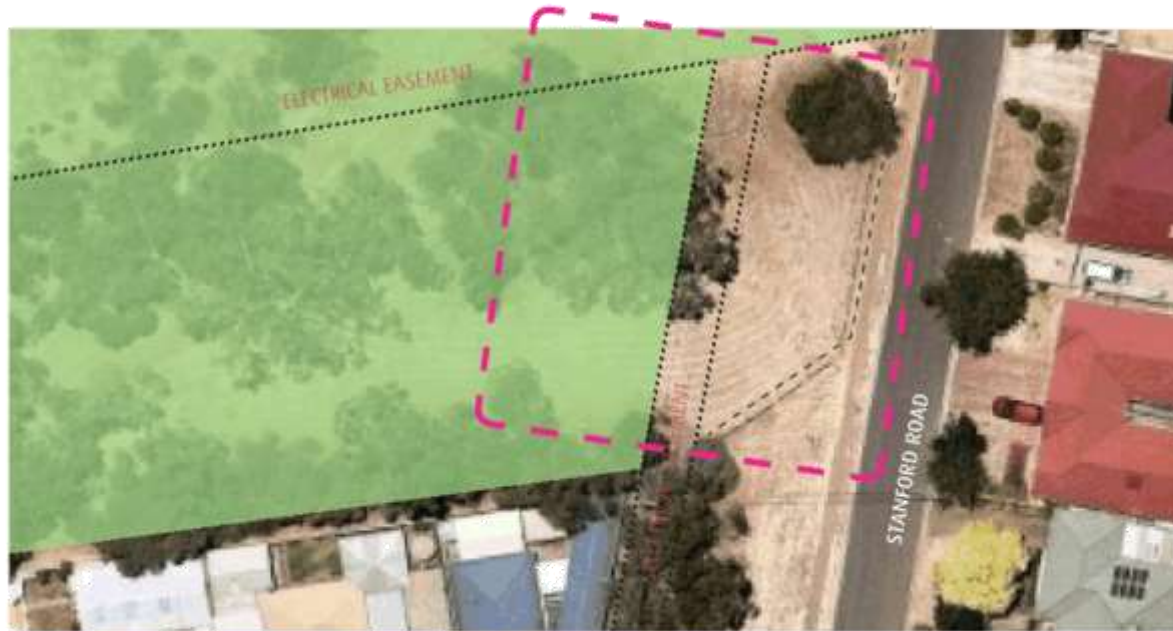


Physical Considerations for Neighbourhood Park within identified location.

1. Electrical Lines overhead
2. Electrical easement (no structures permitted)
3. Post and rail fencing
4. Footpath along Stanford Road
5. Large trees
6. Reserve property boundary
7. Onstreet parking available
8. Poor sight lines into reserve (CPTED concerns)

City of Salisbury

Coomurra Drive Playspace



Community feedback recieved for inclusion within Neighbourhood Park.

- | | |
|--|-------------------------|
| 1. Nature themed | 8. See-saw |
| 2. Accessible from informal parking | 9. Swings (basket) |
| 3. Seating | 10. Public toilet |
| 4. Minimal loss of vegetation | 11. Inclusive equipment |
| 5. Little/young child-friendly equipment | 12. Flying fox |
| 6. Fencing around playground | |
| 7. Slide | |



City of Salisbury

Coomurra Drive Playspace Option A



Concept Plan



Concept Section



1. Ninja Rope Net Jump



2. Totem Pole Climb



3. Play tower with slide



4. Inclusive swing



5. Flying Fox



6. See-saw

Concept Design for Nature Based Play -for inclusion

1. 'Ninja' Rope Net Jump
2. Totem Pole Climb
3. Play Tower with slide
4. Inclusive swing
5. Flying Fox
6. See-saw
7. Accessible footpath
8. Rubber softfall access through play area
9. Natural boulders & logs as barrier and seating
10. Irrigated kick'n'catch area
11. Landscaped edges
12. Public Toilet block
13. Carpark



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City of Salisbury
Coomurra Drive Playspace Option A



Concept Cost Estimate

1. Earthworks	\$ 32,200
2. Footpath	\$ 12,200
3. Natural Stone walls	\$ 20,400
4. General Reserve works	\$ 17,500
5. Irrigation	\$ 3,700
6. Playspace	\$ 137,000
7. Public Toilet	\$ 180,000
8. Carpark	\$ 5,000
9. Project Management/ Design	\$ 90,000
10. Preliminaries	\$ 33,250
11. 12 months Maintenance	\$ 11,600

Subtotal	\$ 542,850
Contingency +15%	\$ 81,500
Estimated Total	\$ 624,350



City of Salisbury

Coomurra Drive Playspace Option B



1. Ninja Rope Net Jump



2. Totem Pole Climb



3. Play tower with slide



4. Log stack



5. Inclusive swing

Alternative Concept Design for Nature Based Play -for mixed age groups

1. 'Ninja' Rope Net Jump
2. Totem Pole Climb
3. Play Tower with slide
4. Log Stack
5. Inclusive swing
6. Natural boulders & logs as barrier and seating
7. Irrigated kick'n'catch area
8. Landscaped edges



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City of Salisbury

Coomurra Drive Playspace Option B



Alternative Concept Plan



Alternative Concept Section

Alternative Concept Cost Estimate

1. Earthworks	\$ 26,800
2. Footpath	\$ 500
3. Natural Stone walls	\$ 20,400
4. General Reserve works	\$ 15,000
5. Irrigation	\$ 15,000
6. Playspace	\$ 78,000
7. Project Management/ Design	\$ 40,000
8. Preliminaries	\$ 33,250
9. 12 months Maintenance	\$ 12,000

Subtotal	\$ 240,950
Contingency +15%	\$ 36,142
Estimated Total	\$ 277,092



ITEM	4.1.3
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
PREV REFS	Urban Services Committee 4.1.6 19/04/2021
HEADING	CCTV Policy and Assessment Framework
AUTHOR	Julie Douglas, Senior Social Planner, Community & Org. Development
CITY PLAN LINKS	1.3 People are valued and they feel safe, included and connected 4.4 We plan effectively to address community needs and identify new opportunities 1.2 The health and wellbeing of our community is a priority
SUMMARY	This report responds to the Council resolution arising from the evaluation of the Portable CCTV Trial. As per that resolution the report presents a draft CCTV policy, assessment framework, and evaluation framework to manage new requests for CCTV. A governance process is proposed that will support a consistent approach to implementing CCTV across the City.

RECOMMENDATION

1. That this report is received
2. The Closed-Circuit Television (CCTV) Policy, as set out in Attachment 1 to this report (Urban Services Committee, 19/07/2021, Item No. 4.1.3) is endorsed.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Closed-Circuit Television (CCTV) Policy - Draft
2. Summary of Legislative Provisions
3. CCTV Assessment Framework
4. CCTV Evaluation Framework

1. BACKGROUND

- 1.1 Community safety and city amenity are negatively impacted by persistent anti-social behaviours, including issues such as illegal rubbish dumping, graffiti and hoon driving. Responding to these issues has had significant cost implications for Council and is largely a reactive response. Consequently, Council explored alternative methods for deterring and responding to these issues through the implementation of a Portable CCTV Trial, which was implemented from April to December 2020.

- 1.2 The evaluation of the Portable CCTV Trial was reported to the 27 April 2021 Council meeting, where it was resolved:

1. *That this information is received.*
2. *That the outcomes of the Portable CCTV trial are noted and that Council supports and introduces an ongoing Community Safety CCTV program that consists of both portable and fixed CCTV in hoon driver, illegal dumping and graffiti hotspot locations. The program also include the use of CCTV to assist Council to respond to other community safety issues, which occur on Council or public property; including vandalism and illegally started fires in reserves for example.*
3. *That separate CCTV policy and procedures be developed to manage Council's CCTV network and the Community Safety CCTV program for Council consideration and endorsement in July 2021.*
4. *That an assessment process be developed to evaluate future requests, procedures and or needs for CCTV in accordance with the CCTV Network policy and the Community Safety CCTV program policy, for endorsement by Council in July 2021;*
5. *That a CCTV governance process be developed to oversee the assessment of future CCTV requests and management of Council's CCTV Network and the Community Safety CCTV program in accordance with the policy and procedures, for endorsement by Council in July 2021. Draft process for Community Safety CCTV program requests to also include consideration and inclusion of requests from Ward Councillors;*
6. *That an annual plan for the need and resourcing required for CCTV be encompassed with the forthcoming annual community safety implementation plan;*
7. *That a \$100,000 New Initiative Bid be prepared for the 2021/2022 financial year to fund upgrade and expansion of Council's Community Safety CCTV program, to be based on items 3-6 above.*
8. *That Council write to the relevant Government and Opposition Ministers and Members of Parliament to lobby for the reinstatement of the state government's CCTV program.*

Resolution Number 0921/2021

- 1.3 This report responds to this resolution by presenting a draft policy for Council's endorsement. It also provides an outline of the proposed CCTV assessment framework, CCTV evaluation framework, CCTV governance process to be incorporated into the CCTV Procedure currently being developed with a view to being reported to the August 2021 Council meeting cycle, as well as an update of the development of an annual CCTV plan and advocacy for the reinstatement of the state government's CCTV program.

2. CITY PLAN CRITICAL ACTION

- 2.1 Implement Council's community safety strategy, including CCTV coverage.

3. CONSULTATION / COMMUNICATION**3.1 Internal**

3.1.1 City Infrastructure – Property and Buildings

3.1.2 CEO and Governance

3.2 External

3.2.1 Advice in relation to the use of public realm CCTV cameras, applicable legislation, data security, and managing requests for access to CCTV images.

4. REPORT**Closed-Circuit Television (CCTV) Policy**

- 4.1 In accordance with Council's resolution, the attached draft Closed-Circuit Television (CCTV) Policy (the policy) has been developed (attachment 1). The policy functions as a high-level policy position intended to encompass public realm CCTV, Council corporate CCTV security systems, and both fixed and mobile CCTV systems that Council may install, manage or operate.
- 4.2 The policy describes a process that aligns with the City of Salisbury's commitment to protecting its resources and to the safety and wellbeing of its staff, volunteers, residents and visitors to the Council area and/or its facilities. The policy contributes to fulfilling Council's City Plan foundations in ensuring that people feel safe in our community, and is an action in the Community Safety Strategy to ensure management and development of Council's CCTV system is supported by an appropriate and supportive policy framework.
- 4.3 The policy will apply to all Council owned or operated CCTV systems, whether fixed or mobile, and located in Council owned and managed facilities and/or in public places under the care and control of Council. The intention of the policy is to:
- Assist with creating a safe environment for Council's residents, visitors, staff and volunteers, and to protect the City's assets and environment;
 - Guide Council's decisions about the introduction and ongoing management of CCTV and Council owned and/or managed property; and
 - Ensure that Council CCTV systems and approaches are compliant with relevant legislation and other statutory requirements.
- 4.4 The policy has been developed based upon advice sought by Council administration (summarised in attachment 2) to ensure that Council is operating within legislative requirements at all times, and as a responsible and accountable public authority in relation to ensuring that the community benefits from investment in community safety infrastructure whilst also enjoying their right to privacy when conducting or engaging in lawful activities in the public realm.

Closed-Circuit Television (CCTV) Procedure

Once endorsed, the policy will inform the further development of an associated procedural document, which will define, in greater detail, how the policy will be enacted. The procedural document is currently being prepared, in consultation with key staff and SAPOL.

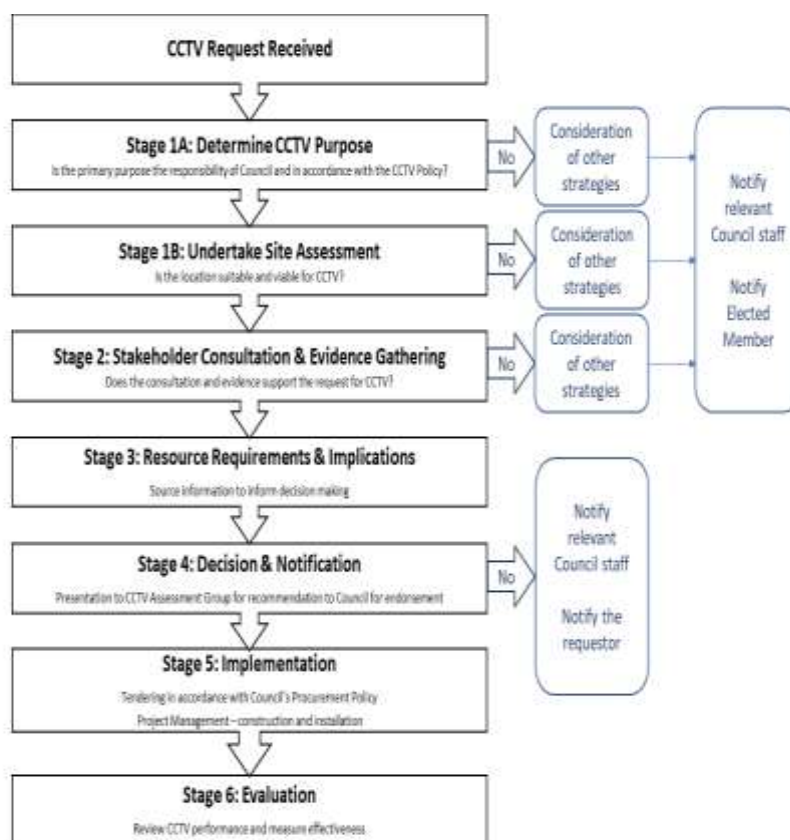
Council's approach to community safety, inclusive of CCTV, is predicated on strong collaborative relationships with a range of stakeholders. Foremost, is the close relationship between Council and SA Police. With particular regard to CCTV, Council's relationship with SA Police is critically important, and necessarily requires SA Police input into the procedural document, technical specifications, assessment framework and Memorandum of Understanding that are key components to the Closed-Circuit Television (CCTV) Procedure.

- 4.2.1 Council's Memorandum of Understanding with SA Police provides the foundation and process for access, accountability and respective responsibilities in relation to Council's CCTV systems. It recognises the separation of responsibility between Council and SA Police, acknowledging that SA Police have the bulk of enforcement responsibilities in criminal offending, which emphasises the importance of supporting streamlined processes to expedite access to footage – in addition to SA Police input into decisions relating to CCTV locations, CCTV specifications and image quality.

The procedural document provides greater operational detail on the processes required to manage and operate Council's CCTV system. This includes data collection and security; assessment processes for determining new CCTV locations; CCTV specification standards; signage requirements; and relationships with law enforcement. Key elements of the procedural document include:

- 4.3.1 CCTV Assessment Framework – the procedure will propose a staged approach, which seeks to provide a robust process for ensuring that Council's investment in CCTV will achieve the desired outcomes in regards to community safety, crime prevention and security.
- 4.3.2 Requests for CCTV will be assessed by staff using the CCTV Assessment Framework, with results presented to an internal CCTV Assessment Group, which represents an appropriate internal governance process. The CCTV Assessment Group will include representation from the Senior Leadership Group.
- 4.3.3 If a request has been determined as being appropriate with strong evidence to support the need, the request with recommendations will be presented to the internal CCTV Assessment Group for consideration and recommendation to Council for final endorsement.
- 4.3.4 If a request for CCTV is determined as not appropriate or lacks evidence to support the need, other strategies will be considered that may more appropriately address the identified community safety issue.

- 4.3.5 The Assessment Framework is depicted in the following figure and incorporates the stages outlined below (and summarised in attachment 3):



Assessment Stages

- Determining the appropriateness of the system:
 - a) Defining the purpose of CCTV; and
 - b) Undertaking a site assessment.
- Key stakeholder consultation / evidence gathering;
- Identifying resource requirements and implications including ‘whole of life’ cost;
- Decision and notification;
- Implementation; and
- Evaluation.

- 4.1 CCTV Evaluation Framework – In accordance with the CCTV Assessment Framework, a CCTV Evaluation Framework has been developed and will be utilised when appropriate to evaluate the effectiveness of Council owned and operated CCTV. The CCTV Evaluation Framework is summarised in attachment 4 to this report.

- 4.2 CCTV Governance Structure – As outlined in paragraphs 4.2.2 and 4.2.3 an appropriate internal governance process will be established to provide oversight and recommendations on the implementation of new Council CCTV systems and the redeployment of existing CCTV. New requests for CCTV will be assessed by staff using the CCTV Assessment Framework, with results presented to the CCTV Assessment Group for consideration and recommendation to Council for final endorsement.

New Initiative Bid

- 4.3 Staff prepared a New Initiative Bid for \$100,000 for the 2021/2022 financial year to fund upgrades and expansion of Council's Community Safety CCTV program. The New Initiative Bid was approved by Council.

Advocacy

- 4.4 Staff have arranged for the necessary letters to be sent from the Mayor to relevant Government and Opposition Ministers and Members of Parliament to lobby for the reinstatement of the state government's CCTV program.

Development of the Annual Community Safety CCTV Program

- 4.5 Staff are developing an Annual Community Safety CCTV Program based on the significant number of requests received by Council before and during the Portable CCTV Trial. The Annual Program for 2021/2022 will be presented to Council for endorsement, subject to the endorsement of the Closed-Circuit Television (CCTV) Policy.
- 4.6 The Annual Community Safety CCTV Program will be encompassed with the forthcoming annual community safety implementation plan, currently under development.

5. CONCLUSION / PROPOSAL

- 5.1 A Closed-Circuit Television (CCTV) Policy has been developed for Council endorsement. The intention of the policy is to:
- Assist with creating a safe environment for Council's residents, visitors, staff and volunteers, and to protect the City's assets and environment;
 - Guide Council's decisions about the introduction and ongoing management of CCTV and Council owned and/or managed property; and
 - Ensure that Council CCTV systems and approaches are compliant with relevant legislation and other statutory requirements.
- 5.2 The Policy will inform the development of an associated procedural document, which will define, in greater detail, how the policy will be enacted. This will be prepared, in consultation with key staff and SAPOL, and reported back to Council in August 2021.
- 5.3 A draft Annual Community Safety CCTV Program for 2021/2022 is under development and will be reported back to Council in August 2021.

CO-ORDINATION

Officer: EXEC GROUP
Date: 12/07/2021



City of Salisbury Values: Respectful, Accountable, Collaborative, Helpful

CLOSED-CIRCUIT TELEVISION (CCTV) POLICY

Approved by: Council
 Responsible Division: Community Planning
 First Issued/Approved:
 Last Reviewed:
 Next Review Date:

1. Introduction/Purpose

The City of Salisbury has a longstanding commitment to ensuring that the Salisbury Council area is a safe and welcoming community where people are valued and they feel safe, included and connected. Improving community safety requires a multifaceted and integrated approach, Closed-Circuit Television (CCTV) provides opportunities to contribute to and enhance community safety approaches in Council facilities and public places under the care and control of the City of Salisbury.

The City of Salisbury values of Respectful, Accountable, Collaborative, Helpful underpin this policy. In seeking to enhance community safety and protect its assets, Council has developed this Closed-Circuit Television (CCTV) Policy to establish clear parameters for the management and use of CCTV as a means of providing safe places and spaces for the community to enjoy by discouraging anti-social behaviours and detecting crime.

It is recognised that CCTV alone cannot replace effective supervision, good design or other forms of crime prevention. As such, determining new CCTV sites needs to

1

be assessed against the most effective use of Council resources in enhancing community safety outcomes.

2. Scope

This policy describes a process that aligns with the City of Salisbury's commitment to protecting the safety and wellbeing of its staff, volunteers, residents and visitors to the Council area and its facilities, and the City's resources and assets.

The policy will apply to all Council owned or operated CCTV systems, whether fixed or mobile, and located in Council owned and managed facilities and/or in public places under the care and control of Council.

The Policy is applicable to all Elected Members, Employees, Volunteers and Contractors of the City of Salisbury.

3. Legislative Requirements and Corporate Policy Context

Australian Standard 4806.1 – 2006 Closed Circuit Television (CCTV)

Freedom of Information Act 1991 (SA)

General Disposal Schedule 40 v1

Local Government Act 1999 (SA)

State Records Act 1997 (SA)

Surveillance Devices Act 2016 (SA)

The use of CCTV in the public realm for reasons of monitoring safety and security is predominantly governed in South Australia by the *Surveillance Devices Act 2016 (SA)*. The Act prohibits the installation and/or use of optical surveillance devices to record or observe the carrying on of a private activity, without the express or implied consent of each party to the activity. However, the provisions of the Act do not apply to activity occurring in public places, and thereby there are limited applications to Council's CCTV system, which will operate within public facilities and the public realm.

In relation to the Council's obligations to retain the images and data captured by its CCTV system, any recording from CCTV will be classified as an 'official record' for the purposes of the *State Records Act 1997 (SA)*. Council is required to store and dispose of the data, in accordance with its obligations under that Act, and *General Disposal Schedule 40 v1 (GDS 40)*.

Clause 105.3 of *GDS 40* in relation to Security and Crime Prevention provides that that recordings of audio-visual surveillance (CCTV) has 'temporary' status, meaning that is required to be retained for a minimum of 31 days, then destroyed. This

2

retention period needs to be considered on a case by case basis and in light of any investigation or legal proceeding, actual or potential, which may have an impact on Council's obligations to retain the images for a longer period.

4. Interpretation/Definitions

CEO – Chief Executive Officer.

Closed Circuit Television (CCTV) - A surveillance system in which a number of cameras are connected through a closed circuit. The footage taken by the cameras is sent to a television monitor and/or recorder. CCTV systems consist of cameras, monitors, recorders, interconnecting hardware and support infrastructure and may be fixed or mobile, and include corporate CCTV security systems and public realm CCTV.

Corporate CCTV Security Systems - Council installed CCTV systems typically installed in publicly accessible areas of libraries, municipal buildings, community centres, and recreation facilities.

CPTED – Crime Prevention Through Environmental Design (CPTED) is a multi-disciplinary approach to crime prevention that uses urban and architectural design and the management of built and natural environments.

FOI Officer – Under the *Freedom of Information Act 1991 (SA)* means –

- (a) the principal officer of the agency; or
- (b) an officer of the agency who—
 - (i) has completed training of a type approved by the Minister for an accredited FOI officer; and
 - (ii) has been designated by the principal officer of the agency as an accredited FOI officer of the agency.

Official Record - In accordance with the *State Records Act 1997 (SA)* an official record means a record made or received by an agency in the conduct of its business, but does not include a record made or received by an agency for delivery or transmission to another person or body (other than an agency) and so delivered or transmitted; or

- a record made by an agency as a draft only and not for further use or reference; or
- a record received into or made for the collection of a library, museum or art gallery and not otherwise associated with the business of the agency; or

- a Commonwealth record as defined by the Archives Act 1983 of the Commonwealth, as amended from time to time, or an Act of the Commonwealth enacted in substitution for that Act; or
- a record that has been transferred to the Commonwealth.

Record means:

- written, graphic or pictorial matter; or
- a disk, tape, film or other object that contains information or from which information may be reproduced (with or without the aid of another object or device).

Optical Surveillance Device – In accordance with the *Surveillance Devices Act 2016 (SA)* an ‘optical surveillance device’ is:

- a device capable of being used to observe or record visually (whether for still or moving pictures) a person, place or activity; and
- associated equipment (if any).

Public Place – In accordance with the *Surveillance Devices Act 2016 (SA)* a ‘public place’ is defined as including:

- a place to which free access is permitted to the public, with the express or tacit consent of the owner or occupier of that place; and
- a place to which the public are admitted on payment of money, the test of admittance being the payment of money only; and
- a road, street, footway, court, alley or thoroughfare which the public are allowed to use, even though that road, street, footway, court, alley or thoroughfare is on private property.

Private Activity - In accordance with the *Surveillance Devices Act 2016 (SA)*, private activity means an activity carried on by one (1) or more persons in circumstances that may reasonably be taken to indicate that the person, or another party involved, does not desire the activity to be observed by any other person, but does not include -

- an activity carried on in a public place; or
- an activity carried on or in premises or a vehicle if the activity can be readily observed from a public place; or

- an activity carried on in any other circumstances in which the person ought reasonably to expect that it may be observed by some other person, who is not a party to the activity.

5. Policy Statements

5.1 This policy provides direction on the management and use of fixed or mobile CCTV in the public realm and corporate CCTV security systems. The policy provides a framework for ensuring that Council's CCTV system is managed in accordance with relevant legislation, and with due consideration to balancing the privacy concerns of members of the public with the overall aim of improving community safety and security.

5.2 The intention of this policy is to:

- Assist with creating a safe environment for Council's residents, visitors, staff and volunteers, and to protect the City's assets and environment;
- Guide Council's decisions about the introduction and ongoing management of CCTV and Council owned and/or managed property; and
- Ensure that Council CCTV systems and approaches are compliant with relevant legislation and other statutory requirements.

5.3 The following principles guide this policy:

- That utilising and integrating a range of appropriate approaches to community safety, security and crime prevention, such as through good environmental design, the application of Crime Prevention Through Environmental Design (CPTED) principles, lighting, place making, place activation and social development is prioritised;
- That strong internal and external consultation and partnerships with key stakeholders is developed and maintained to ensure a holistic approach to CCTV and community safety occurs across the Council area, and with neighbouring Council areas;
- That Council owned and/or managed CCTV systems will operate within applicable law, and only for the purpose for which they are established;
- That a high standard of system management, including the maintenance, handling of, and access to CCTV footage, is supported; and

- That the CCTV policy will operate with due regard to the privacy and human rights of individual members of the public.

5.4 Access to CCTV Footage

CCTV data collected in accordance with this policy is not collected for the purpose of public access to the data.

In relation to access of CCTV images by third parties, Council is required to facilitate access to the images obtained by its CCTV system for SAPOL, as well as to any other statutory body or entity that has the power to require that the Council provide information. This may include, but is not limited to, the Ombudsman, the Independent Commissioner Against Corruption, or for the purposes of Royal Commission or other statutory inquiry. In accordance with the *Freedom of Information Act 1991 (SA)*, such agencies are classified as 'exempt agencies'.

All other persons or agencies, who do not otherwise have the power to require that Council provide access to the images, will be required to make application under the *Freedom of Information Act 1991 (SA)* to access CCTV footage, which will be assessed and determined under that statutory regime as follows:

- Members of the Public

Members of the public can apply under the *Freedom of Information Act (1991) (SA)* to view any official records kept by Council. Any application received under the *Freedom of Information Act (1991) (SA)* must be determined by an accredited Freedom of Information Officer. If the application is approved, a member of the public may then view the footage at the Council office or obtain a copy of the requested footage within a timeframe that is both reasonable and appropriate. If viewing at the Council office, an accredited FOI Officer or a staff member authorised by the CEO will be present at all times to operate the viewing equipment.

- Media

Council views the rights of the media to gain access to footage to be the same as for a member of the public. That is, an application will need to be made under the *Freedom of Information Act (1991) (SA)* and the provisions of that Act will apply.

- Elected Members

A request for access made by an elected member must be considered in light of section 61(1) of the *Local Government Act 1999 (SA)*. This section provides that a member of Council is entitled 'in connection with the performance or

discharge of the functions or duties of the member' to have access to any relevant Council document.

Any request made by an elected member to access the images and data captured by Council's CCTV system, must be made in writing to the CEO and accompanied by an explanation as to the basis upon which the information is required, 'in connection with the performance or discharge of the functions or duties of the member'. Unless the explanation meets this threshold 'test', it will not fall within the performance or discharge of the member's functions or duties and, hence, is not within the scope of section 61 of the *Local Government Act 1999 (SA)*.

In which case, the member does not have a right of access and will be required to make application under the *Freedom of Information Act (1991) (SA)*. If the request is approved, the member may then view the footage at the Council office or obtain a copy of the requested footage within a timeframe that is both reasonable and appropriate. An accredited FOI Officer or a staff member authorised by the Chief Executive Officer will be present at all times to operate the viewing equipment.

- South Australian Police (SAPOL)

In the event that access to the CCTV footage is requested by SAPOL for the purpose of investigating possible criminal activity, Council will provide access to, or a copy of, the footage as requested as soon as practicable after receiving the request.

- Staff and Investigative Access to Recordings

Access to CCTV footage shall be restricted to Council's CEO, General Managers, authorised Council staff, FOI Officer and any external person conducting an internal fraud investigation/audit as approved by an authorised member of Council staff. A record of staff authorised to view CCTV data will be kept.

Any requests from staff access to visual recordings for the administrative purposes identified in this Policy must be directed to the CEO or such other officers as the CEO has specified.

Officers responsible for the management of systems containing visual recordings must not, at any time, give access to staff unless directed by the CEO or such other officers as delegated by the CEO.

6. Related Policies and Procedures

6.1 Closed-Circuit Television (CCTV) Procedures

7. Approval and Change History

Version	Approval Date	Approval By	Change
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8. Availability

8.1 The Policy is available to be downloaded, free of charge, from Council's website www.salisbury.sa.gov.au

8.2 The Policy will be available for inspection without charge at the Civic Centre during ordinary business hours and a copy may be purchased at a fee as set annually by Council.

City of Salisbury Community Hub
34 Church Street, Salisbury SA 5108
Telephone: 84068222
Email: city@salisbury.sa.gov.au

9. Review

This Policy will be reviewed:

- If a new Policy - within 12 months of a Council election and thereafter as necessary; or
- Earlier in the event of changes to legislation or related Policies and Procedures; or
- If deemed necessary by Council.

Further Information

For further information on this Policy please contact:

Responsible Officer: General Manager Community Development
Address: 34 Church Street, Salisbury SA 5108
Telephone: 8406 8222
Email: city@salisbury.sa.gov.au

SUMMARY OF LEGISLATIVE PROVISIONS

Legal advice¹ was sought on the use of CCTV and access to recordings, specifically in regards to the following matters:

1. The use of CCTV cameras in the public realm for monitoring safety and security, as well as any restrictions thereof, including in residential areas and the Council's notification requirements;
2. CCTV cameras in and around playgrounds and other areas where children may be present, including any issues relating to the protection of children in public spaces and any considerations arising under the *Children and Young People (Safety) Act 2017*;
3. The application of the *Australian Privacy Principles*, which form the basis of the privacy protection framework under the *Privacy Act 1988 (Cth)*;
4. The application of the *Surveillance Devices Act 2016 (SA)*;
5. The application of *Australian Standard 4806 Closed circuit television (CCTV)*;
6. Council's obligations regarding the storage and use of any images captured, including how long the Council is required to retain the data and who can access the same;
7. The rights of Elected Members to access data obtained by the Council's CCTV camera network; and
8. Shared access arrangements with other local businesses, including the networking of the CCTV cameras of those businesses, into the Council network, whereby the Council has access to all of the data, but not vice versa.

THE USE OF CCTV IN THE COUNCIL AREA

Subject to certain limitations, including (but not limited to):

- that the network is not set to capture images which are indecent or improper;
- that images are not used for voyeuristic purposes;
- that the images or data is not protected by a court order or defamatory, or
- otherwise being used for commercial purposes,

the Council **is not** required to obtain the consent of persons whose images may be captured on a CCTV camera in a public place.

Notwithstanding this, as a responsible and accountable public authority, it is incumbent on Council to give reasonable notice to persons that their image may be captured. Such notice can be achieved through the use of signage in the Council area and by implementing a Policy, setting out the Council position on the issue.

The starting point for the consideration of the use of CCTV cameras in the public realm for reasons of monitoring safety and security is the *Surveillance Devices Act 2016 (SA)* ('the SD Act'). The SD Act regulates the use of listening devices, optical surveillance devices, tracking devices and data surveillance devices. This advice relates to Council's CCTV camera network images only and not audio.

¹ Kelliedy Jones, July 2021

An 'optical surveillance device' is defined under the SD Act to mean:

- a) a device capable of being used to observe or record visually (whether for still or moving pictures) a person, place or activity; and
- b) associated equipment (if any).

Pursuant to section 5 of the SD Act, a person must not, knowingly, install, use or maintain an optical surveillance device, on or in premises, a vehicle or any other thing, to record visually or observe the carrying on of a **private activity**, without the express or implied consent of each party to the activity.

Section 3 of the SD Act defines a 'private activity' to mean an activity carried on by one or more persons in circumstances that may reasonably be taken to indicate that the person, or another party involved, does not desire the activity to be observed by any other person, but does not include:

- an activity carried on in a public place; or
- an activity carried on or in premises or a vehicle if the activity can be readily observed from a public place; or
- an activity carried on in any other circumstances in which the person ought reasonably to expect that it may be observed by some other person, who is not a party to the activity.

Section 3 of the SD Act defines a 'public place' to include:

- a place to which free access is permitted to the public, with the express or tacit consent of the owner or occupier of that place; and
- a place to which the public are admitted on payment of money, the test of admittance being the payment of money only; and
- a road, street, footway, court, alley or thoroughfare which the public are allowed to use, even though that road, street, footway, court, alley or thoroughfare is on private property.

Based on the above, the SD Act will not have any application to Council's CCTV network where the activity being captured occurs in a public place, or can be readily observed from a public place. This advice is equally applicable in more 'sensitive' areas and spaces, for example, pools and other sports and recreational areas, as well as playgrounds and other areas where children may frequent. The *Children and Young People (Safety) Act 2017* is silent in relation to the use of CCTV cameras in circumstances which are lawful (including those described above).

APPLICATION OF PRIVACY PRINCIPLES

The *Australian Privacy Principles* and the *Commonwealth Privacy Act 1988*, as well as the *Information Privacy Principles Instruction (Cabinet Administrative instruction) No 1 of 1989*, **do not** have any application to Council and do not bind the Council, in the absence of a policy position of its own to this effect.

However, as a responsible public authority, Council must have regard to privacy considerations in the operation of its CCTV network. This arises on the basis that CCTV cameras in public places should be operated with respect to the privacy of members of the community and their right to conduct or engage in lawful activities.

It is recommended that Council install signage at strategic locations, clearly identifying the use of CCTV cameras in and around the area. It is also recommended that Council adopt a CCTV Policy which, clearly, sets out the

proposed used of its CCTV cameras in and around Council facilities, the purpose for the installation of the network, the use that is to be made of any images captured and by whom this information can be accessed.

AUSTRALIAN STANDARD 4806.1 – 2006 CLOSED CIRCUIT TELEVISION (CCTV)

The position set out above is supported by a consideration of the *Australian Standard 4806 Closed circuit television (CCTV)* ('the Standards'), which establish the standards for the management and operation of CCTV cameras. The Standards supplement the SD Act, as well as the applicable statutory obligations for Council regarding the retention of recordings.

Under *Part 1: Management and Operation, 2.1 Principles and Management of the CCTV System*, it is stated that the objectives of the operation of a CCTV system **should be documented in writing**, clearly indicating intended uses and the operation of a CCTV system should have a **written policy statement**.

The Standards provide that every reasonable effort should be made to ensure data is not held for longer than necessary, which for the purposes of Council must be considered in conjunction with the Council's obligations under the *State Records Act 1991* (the State Records Act).

Clause 7.1 of Part 1 deals with privacy and disclosure issues, providing that cameras should not be used to infringe an individual's right of privacy. Clause 7.2 sets out those matters which should be covered by a policy, including that recorded information should only be used for the purposes defined in the objectives and that access to the recorded information should only take place in accordance with the policy, which ought to contain procedures for the release of data.

Clause 11 deals with signage. In order to comply with these requirements, any signs placed by Council should be prominently displayed, be provided with adequate illumination, be visible and legible at all times and be treated with anti-graffiti coatings to facilitate graffiti removal and UV stabilisation, to prevent fading from sunlight.

RETENTION OF RECORDS AND ACCESS

In relation to Council's obligations to retain the images and data captured by its CCTV camera network, any recording from a CCTV camera will be classified as an '*official record*' for the purposes of the State Records Act. Council will be required to store and dispose of the data, in accordance with its obligations under that Act, and *General Disposal Schedule 40 v1* ('GDS 40').

Clause 105.3 of GDS 40 *Security and Crime Prevention* provides that recordings of audio-visual surveillance (CCTV) and Worn Body Camera footage has 'temporary' status, to be retained for a minimum of 31 days, then destroyed. This retention period must be considered on a case by case basis and in light of any investigation or legal proceedings, actual or potential, which may have an impact on Council's obligations to retain the images for a longer period.

This position is consistent with that contained at Part 1 of the Standards, which provides at clause *8.3 Storage media purchase, re-use, storage and disposal*.

Digital storage media should be retained for a minimum of 31 days before erasure. ... Tapes and digital storage media required for investigation purposes should be retained in accordance with legal requirements (e.g., Evidence Act).

In relation to access of these images by third parties, the Council is required to facilitate access to the images obtained by its CCTV network for SAPOL, as well as to any other statutory body or entity that has the power to require that Council provide information. This can include, but is not limited to, the Ombudsman, the Independent Commissioner Against Corruption, or for the purposes of Royal Commission or other statutory inquiry. Council may also be required to produce images by way of a subpoena issued by a Court for criminal or civil proceedings.

While Council cannot seek to restrict access to the data obtained from its CCTV camera network to just these considerations, being where the use of the information is required and authorised by law, or where it is reasonably necessary for the enforcement of the law, limits **can be** placed around any proposed access by a member of the public (or media), by way of a requirement to rely upon the *Freedom of Information Act 1991* ('the FOI Act').

Persons who do not otherwise have the power to require that Council provide access to the images, will be required to make application under the FOI Act, which will be assessed and determined under that statutory regime.

ACCESS TO DATA BY ELECTED MEMBERS

The operation of Council's CCTV camera network is entirely an operational matter, used for regulatory purposes and subject to privacy considerations. Accordingly, it falls to the CEO to manage the network, in accordance with his roles and responsibilities under section 99 of the *Local Government Act 1999* ('the Act').

Any access request made by an elected member must be considered in light of section 61(1) of the Act. This section provides that a member of Council is entitled in the connection with the **performance or discharge of the functions or duties of the member** to have access to any relevant Council document or official record.

In so far as any member may assert that a request to view these images is a request for information, falling for consideration under section 61 of the Act, the starting position must be that access must be sought in connection with the performance or discharge of the functions or duties of that member. The functions and duties of a member are, primarily, identified at sections 58 and 59 of the Act which, necessarily, require consideration of (and consistency with) the functions of the Council as set out at section 7 of the Act. For instance, mere curiosity or any request based upon a desire to ensure law enforcement or to pursue matters not within the jurisdictional responsibilities of a member or the Council, must be met with an outright refusal of access.

As the statutory framework demonstrates, the Council, as a public authority undertaking public duties with public resources, has a legal duty to have regard to issues of community interest. In turn, members, as members of the governing body of Council, are subject to statutory and other fiduciary duties to ensure that their behaviours and decisions are consistent with the legal obligations on the Council.

Consistent with this, the Act does not provide an unfettered right to members to seek access to any information. The Act qualifies the information access rights of members to matters that are relevant to the performance and discharge of their functions or duties.

It is against this background that any request made by a member to access the images and data captured by the Council's CCTV cameras, **must be** accompanied by an explanation as to the basis upon which the information is required, *'in connection with the performance or discharge of the functions or duties of the member'*. Unless

the explanation meets this threshold 'test', it **will not** fall within the performance or discharge of the member's functions or duties and, hence, is not within the scope of section 61 of the Act.

In which case, the member does not have a right of access and will be required to make application under the FOI Act for the same, their interest not being any higher than a member of the public in those circumstances.

SHARED ACCESS ARRANGEMENTS

In relation to the possibility of shared access arrangements with other local businesses, this will involve 'networking' the CCTV cameras of those businesses, with the Council's network. In which case, Council will have access to the data captured by that business, but not vice versa.

For the privacy considerations as set out above, as well as for reasons pertaining to reasonable access and who may, legitimately, obtain access to Council's images and data, Council **should not** confer reciprocal rights of access to those businesses.

If such businesses wish to obtain access to images recorded by Council's CCTV camera network, then unless there is a requirement to produce this information, for example, for law enforcement purposes, (which request would still need to be received by Council, direct from SAPOL and not from the business), Council will be required to advise those businesses they need to make application under the FOI Act to access the information.

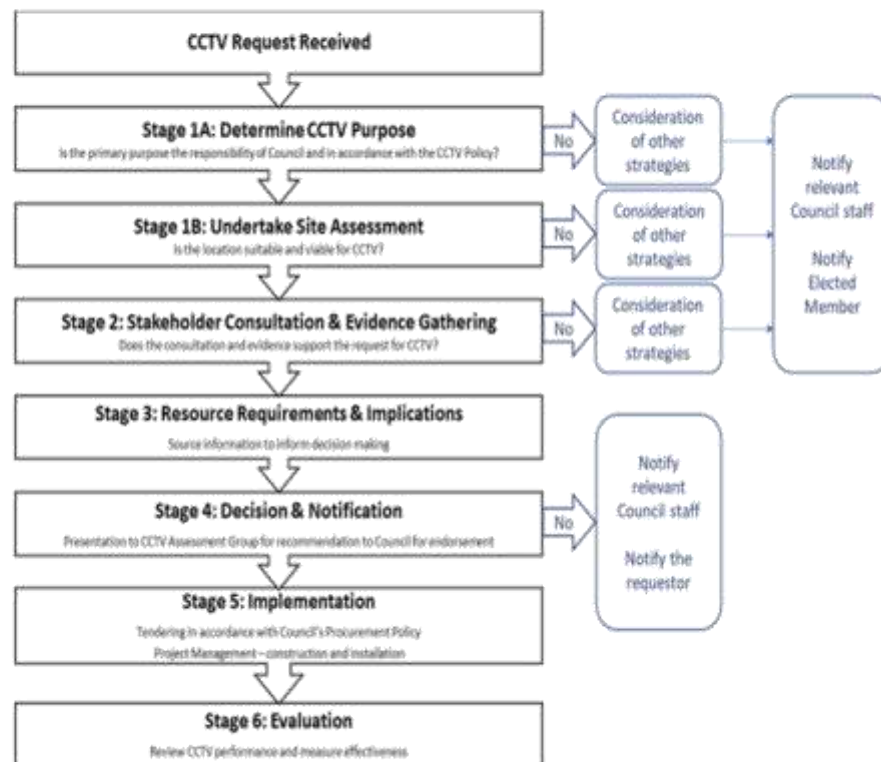
CCTV ASSESSMENT FRAMEWORK

In determining CCTV locations and placement in public places, the following factors will be considered, in consultation with key stakeholders, to ensure a consistent and transparent assessment of future CCTV requests. Where possible, appropriate alternative community safety and/or crime prevention strategies will also be considered in order to provide the most effective responses to community safety concerns.

Factors to be taken into consideration when assessing requests for CCTV include:

- Incidences of criminal activity;
- Incidences of public nuisance and anti-social behaviour;
- Level of human activity;
- Logistical requirements;
- Value to the network; and whether
- The surveillance is legally permitted.

Requests for CCTV will be assessed in accordance with the stages set out in the following figure:



Summary of the CCTV Assessment Framework Stages:

1. Determining the appropriateness of the system:
 - a. Defining the purpose of CCTV; and
 - b. Undertaking a site assessment.
2. Key stakeholder consultation / evidence gathering;
3. Identifying resource requirements and implications including 'whole of life' cost;
4. Decision and notification;
5. Implementation; and
6. Evaluation.

Requests for CCTV will be assessed by staff using the CCTV Assessment Framework, with results presented to an internal CCTV Assessment Group. The CCTV Assessment Group will include representation from the Senior Leadership Group.

If a request has been determined as being appropriate with strong evidence to support the need, the request with recommendations will be presented to the internal CCTV Assessment Group for consideration and recommendation to Council for final endorsement.

If a request for CCTV is determined as not appropriate or lacks evidence to support the need, other strategies will be considered that may more appropriately address the identified community safety issue.

CCTV EVALUATION FRAMEWORK

In accordance with the CCTV Assessment Framework, the following CCTV Evaluation Framework will be utilised when appropriate to evaluate the effectiveness of Council owned and operated CCTV.

CCTV Evaluation Framework				
Project component	Evaluation questions	Key performance indicators	Data collection (method and source)	Timeframe for data collection
CCTV systems and signage that are clearly visible are installed and their location is publicised (output)	How many signs have been erected in the areas surrounding the CCTV systems?	Number of signs located in areas monitored by CCTV	Observation / audit of area and supporting evidence such as audit reports and photographs	After installation of CCTV
	Are the cameras and signs unobstructed and clearly visible?	Extent to which signs are visible to users of the public space		
	To what extent have the CCTV systems been advertised?	Number and type of advertisements of the CCTV system	Administrative records of Council	After installation of CCTV
The community perceives the area to have better surveillance and there is an increased use of the area for legitimate purposes (outcome)	Are more people using the area for legitimate purposes since the CCTV was installed?	Number of pedestrians passing through the area before and after CCTV was installed Type of activities undertaken by pedestrians using the area (positive and negative activities including exercising, community events, drinking / rowdy behaviour etc.)	Pedestrian activity data collected through observation at specified time periods (morning, afternoon, evening, late at night)	Pedestrian counts should be recorded over a 2-week period pre and post CCTV installation. Information should also be recorded on the types of activities undertaken by users of the space, pre and post implementation of CCTV.
	To what extent has there been an improvement in feelings of safety for business operators and community members working or spending time in the area with CCTV?	Proportion of business operators and members of the community who feel safe working and spending time in the area with CCTV		
CCTV is installed in areas that are targeted by offenders (output)	How many cameras have been installed and in what locations?	Density of recorded criminal incidents (property, violent, antisocial behaviour) per square metre across the target area	Administrative information from Council System blueprint and technical specifications, provided by technical consultation	After installation of CCTV
	What is the nature and severity of crime and disorder problems occurring in the target area?	Level and nature of crime and safety problems reported by business operators and community members before the CCTV was installed	Community safety survey or interviews with business operators and community	Before installation of CCTV

CCTV Evaluation Framework				
Project component	Evaluation questions	Key performance indicators	Data collection (method and source)	Timeframe for data collection
Potential offenders are deterred and the incidence of crime and antisocial behaviour in the target area is reduced (outcome)	To what extent has there been a reduction in <i>property and violent crime</i> in the area where CCTV is installed?	Number of recorded property offences (break and enter, stealing motor vehicle, steal from motor vehicle, theft and property damage); violent offences (assault) in the target area	Police recorded crime data Council recorded data	Data should be collected for an equivalent period before and after the project has been implemented. Data can be sought post-implementation
	To what extent has there been a reduction in <i>general disorder and antisocial behaviour</i> in the area where CCTV is installed?	Number of recorded incidences that relate to general disorder and antisocial behaviour (disorderly and offensive conduct, drug use and possession, public nuisance) in the target area	Police recorded crime data Council recorded data	Data should be collected for an equivalent period before and after the project has been implemented. Data can be sought post-implementation
	To what extent has there been a reduction in the incidence (and seriousness) of crime and antisocial behaviour in areas immediately surrounding the target area?	Number of recorded offences (as listed above) in areas immediately surrounding the location with CCTV	Police recorded crime data Council recorded data	Data should be collected for an equivalent period before and after the project has been implemented. Data can be sought post-implementation
Clear images are captured by the CCTV system and are recorded and securely stored (output)	What are the storage procedures for the footage captured on the CCTV systems?	Storage and archival policies and procedures	Administrative information from Council	After installation of CCTV
	Is the footage captured of reasonable quality?	Technical specifications of the CCTV system (e.g. black and white vs. colour imaging, storage capacity, dosage/coverage)	System blueprint and technical specifications, provided by technical consultation	After installation of CCTV
	To what extent has audit activity helped to identify areas and strategies for improvement	Recommendations from audit activity implemented	Interviews with key police and operator personnel	After audit of system
The footage captured by the CCTV system is used by Police to assist in their investigations (outcome)	To what extent has the footage captured by the CCTV system assisted Police in their investigations?	Proportion of Police that are satisfied with the process for requesting and accessing footage Proportion of Police that believe the footage captured is useful in helping investigate incidents	Interviews with key police personnel	After installation of CCTV

CCTV Evaluation Framework				
Project component	Evaluation questions	Key performance indicators	Data collection (method and source)	Timeframe for data collection
	How many requests for footage have been lodged by Police for evidentiary purposes since the CCTV system was installed?	Number of requests made by Police for access to footage captured by the CCTV system	Log of requests for footage maintained by council	After installation of CCTV
		Proportion of requests for footage that have been met by Council		
		Number of media statements which cite the use of CCTV in apprehending and prosecuting offenders	Log of media statements / articles	After installation of CCTV

ITEM	4.1.4
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
HEADING	Venlo Court Reserve - Proposed Revocation of Community Land Classification and Disposal
AUTHORS	Lavinia Morcoase, Senior Property Officer, City Infrastructure Tim Starr, Team Leader, Property, City Infrastructure
CITY PLAN LINKS	<p>1.2 The health and wellbeing of our community is a priority</p> <p>4.2 We deliver quality outcomes that meet the needs of our community</p> <p>4.4 We plan effectively to address community needs and identify new opportunities</p>
SUMMARY	<p>This report considers a request from Thomas More College to purchase a portion of Council land known as Venlo Court Reserve. It is proposed that this land be used for the construction of a multi-function gymnasium and a performing arts centre.</p> <p>This proposal is envisioned to activate a currently under-utilised portion of land for use by the school and other community organisations that currently lease the schools facilities. It is also intended that it may provide a facility for groups who cannot currently be accommodated within the existing facilities.</p>
RECOMMENDATION	<ol style="list-style-type: none"> 1. Portion of Allotment 56 in Deposited Plan 11139 and described in Certificate of Title Volume 5538 Folio 701 as delineated in the attached plan (attachment 1 item 4.1.4 Urban Service Committee) measuring approximately 3,295 square metres, be declared surplus to Council's requirements and Council propose to revoke the classification as community land. 2. The Section 194 report contained in attachment 2 to this report (Urban Services Committee 19/07/2021, Item No. 4.1.4) be adopted for the purposes of Section 194 of the <i>Local Government Act 1999</i>, and the Manager Property and Buildings be authorised to implement the public consultation process, comprising of a public notice in the News Review and Leader Messenger Papers and letters with the attached report be posted to property owners likely to be impacted within the immediate vicinity. 3. A further report be presented to Council for consideration of any objections received. In the event that no objections are received the Manager Property and Buildings be authorised to prepare and submit the necessary documentation to the Minister for approval. 4. Upon Council's endorsement of the above recommendation and compliance with all legislative requirements necessary to facilitate the revocation of classification of community land, Council dispose of the subject land for a financial consideration as determined by an independent licenced Valuer, with all costs associated being the full responsibility of Thomas More College as the applicant.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Attachment 1 - Overhead Delineating Portion of Venlo Court Reserve Proposed for Revocation and Disposal
2. Attachment 2 - Section 194 Report Venlo Court Reserve
3. Attachment 3 - Unsolicited Bid Purchase Portion of Venlo Court Reserve by Thomas More College

1. BACKGROUND

- 1.1 Venlo Court Reserve is legally defined as Allotment 56 in Deposited Plan 11139 and described in Certificate of Title Volume 5538 Folio 701. The total allotment measures 7952m2 and is currently an under-utilised dry land reserve mainly used as a pedestrian link between Kings Road and Venlo Court.
- 1.2 Thomas More College is located at 23 to 29 Amsterdam Crescent, Salisbury Downs and is a Catholic co-educational school which is currently approved to have a maximum student allowance of 1050. This allowance was increased in 2018 from 800 students. Due to the schools continued growth they are looking at how to manage their own site plus opportunities to acquire surrounding properties which may be suitable for future development. Currently they have a total of 951 students between years 7 and 12.
- 1.3 The school's future expansion is limited due to the current restrictions of the site. The current site is surrounded by railway tracks to the East, an allotment owned by the Department for Infrastructure and Transport (DIT) to the South, Venlo Court Reserve owned by Council to the West and Amsterdam Crescent to the North separating the school from Amsterdam Crescent Reserve also owned by Council.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Manager Salisbury Water
 - 2.1.2 Team Leader Natural Assets
 - 2.1.3 Team Leader Urban Built Assets
 - 2.1.4 Manager Strategic Development Projects
 - 2.1.5 Senior Development Officer Planning
 - 2.1.6 Manager Infrastructure Management
 - 2.1.7 Team Leader Strategic Asset Management
 - 2.1.8 Team Leader Projects – Civil and Transport
 - 2.1.9 Manager Field Services
 - 2.1.10 Manager Sport, Recreation and Community Planning

2.2 External

2.2.1 Thomas More College

2.2.2 McGees Property Valuers

3. REPORT

- 3.1 Representatives of Thomas More College have met with staff to request purchasing a portion of Venlo Court Reserve for the construction of a gymnasium. The subject land is delineated in attachment 1 Item 4.1.4 Urban Services Committee and measures approximately 3,295m².
- 3.2 As a result of the request an internal consultation has been undertaken which has resulted in no objections being received to the proposal to revoke the community land classification for portion of Venlo Court reserve for future disposal. An independent licenced valuer has been engaged to determine the market value.
- 3.3 The request (please see attachment 3 Item 4.1.4 Urban Services Committee) has been considered in line with the requirements of the Unsolicited Bids Procedure. Due to the fact that the applicant as the adjoining land owner is in a unique position to develop the land, it has been agreed that the consideration payable is to be market value and the applicant has agreed to meet all costs. The proposal is to develop the land as a gymnasium which whilst primarily will be used for school activities may also be used for members of the community through hire arrangements. It has been determined that this proposal be supported and is recommended to Council for their support.
- 3.4 To facilitate the disposal, the Community Land status must be first be revoked. To revoke the Community Land Classification a Public Consultation must be carried out in accordance with Council's Public Consultation Policy. A further requirement is the adoption of the report in accordance with Section 194 of the *Local Government Act 1999* (Urban Services Committee 19/07/2021, Item No. 4.1.4) for the purpose of the Public Consultation and submission to the Minister for approval. Following the conclusion of these statutory processes and the Ministers approval, Council may then make a formal resolution to revoke the Community Land classification.
- 3.5 In accordance with Council's Community Consultation Policy, consultation will consist of a sign being erected on site advising of the proposal, a notice appearing in a newspaper circulating within the Council area (the Advertiser) a further notice to appear in the State Government Gazette and a notice to appear on Council's website, letters and the attached Section 194 Report to be posted to property owners likely to be impacted by the proposal.
- 3.6 Written submissions will be invited in relation to the proposal for Council's further consideration. In the event that no objections are received, Council is requested to authorise the Manager Property and Buildings to prepare and submit the necessary documentation to the Minister for approval pursuant to Section 194 of the Act. A further report would then be presented to notify Council of the Ministers decision.

4. CONCLUSION / PROPOSAL

- 4.1 This report seeks Council's endorsement to commence the process required to revoke the community land classification of a portion of approximately 3,295m2 of Venlo Court Reserve legally defined as Allotment 56 in Deposited Plan 11139 and described in Certificate of Title Volume 5538 Folio 701.as delineated in red on attachment 1 item 4.1.4 Urban Service Committee.
- 4.2 In the event that no objections are received, Council are requested to authorise the Manager Property and Buildings to prepare and submit the necessary documentation to the Minister for approval pursuant to Section 194 of the Local Government Act 1999. Should objections be received a further report will be prepared addressing these concerns and seeking Councils further endorsement.
- 4.3 Should the revocation of community land be successful, Council authorize the Manager Property and Buildings to proceed with the land sale to Thomas Moore College in accordance with paragraph 3.3 of Item 4.1.5 - Venlo Court Reserve - Proposed Revocation of Community Land Classification and Disposal with all associated costs to be borne by Thomas Moore College.

CO-ORDINATION

Officer:	GMCI	EXEC GROUP
Date:	09/07/2021	12/07/2021

Attachment 1 Overhead Delineating portion of Venlo Court Reserve proposed for Revocation and Disposal



PROPOSAL FOR REVOCATION OF CLASSIFICATION AS COMMUNITY LAND

Venlo Court Reserve, identified as Allotment 56 in Deposited Plan 11139

As described in Certificate of Title Volume 5538 Folio 701

Section 194 Local Government Act 1999

REPORT**1. Reasons for the Proposal.**

Council owns a significant number of properties throughout the city ranging from highly developed sporting complexes incorporating modern clubroom buildings, playing fields and supporting infrastructures, to single undeveloped allotments of land, most of which are classified as community land.

Allotment 56 Deposited Plan 11139, Venlo Court Reserve Salisbury Downs is surplus to Council and community needs and provide no public benefit as functional open space. As this land is no longer required for its intended purpose, the maintenance required to retain this land in Council's ownership is an inefficient use of public assets.

In South Australia it is regarded that 12.5% of the urban residential area is the optimal open space provision which is a much higher proportion than in other states or countries. The City of Salisbury has an open space provision of 13.2%.

The land proposed for revocation and disposal is not regarded as usable open space and is within walking distance of Amsterdam Crescent Reserve.

As a result of the above and to achieve the recommended equitable open space distribution and cost for service principles, Council proposes to revoke the community land classification of portion of Allotment 56 in Deposited Plan 11139 as delineated on the plan attached to sell to the adjoining owner.

2. Statement of any Dedication, Reservation or Trust.

The subject property being Allotment 56 in Deposited Plan 11139 is classified as community land in accordance with the provisions of the Local Government Act 1999

The City of Salisbury was vested Allotment 56 in Deposited Plan 11139 in 1980 as Reserve as a result of a land division by the South Australian Housing Trust. This land was never intended to be used for recreation purposes and has remained undeveloped.

There is no dedication or trust

3. Purpose of Proposal.

The purpose of the proposal is to revoke the community land classification and sell to the adjoining Thomas More College for development as a Gymnasium

Proceeds from the sale will be transferred to the property disposal reserve, and used to repay debt or reduce future borrowings.

4. Affect of the Proposal.

The subject land serves no useful purpose in terms of recreational open space and considering the availability of larger recreational open space within easy walking distance, for example Amsterdam Crescent Reserve, the removal of portion of Venlo Court Reserve will not have a detrimental effect on the residents in this locality

5. Owner of the Land

The subject land is owned by the City of Salisbury.





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Salisbury Downs, SA
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E tmc@tmc.catholic.edu.au
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Tim Starr
Team Leader Property
Property & Buildings
City of Salisbury
34 Church Street
Salisbury SA 5108

29 June 2021

Dear Tim,

RE: Unsolicited Proposal – Venlo Court Reserve acquisition (part of)

Further to our previous conversations, please accept this letter as evidence of Thomas More College's intention to make an Unsolicited Proposal to acquire a part of Venlo Court Reserve.

We understand the need for the City of Salisbury to assess the merits of any Unsolicited Proposal. Accordingly, information on how our proposal supports the City of Salisbury's strategic priorities is provided below.

A welcoming and liveable City: our Proposal will improve the safety, look and feel for neighbouring residents by eliminating an area currently attracting antisocial elements. Adjoining school property and being appropriately fenced, it will provide additional physical security features for those living nearby. Ultimately, development of a portion of the land into a multi-function gymnasium and performing arts centre will benefit community organisations, not only those who currently hire our facility but those we can't currently accommodate due to insufficient resources.

Our diversity as a College currently sees us represented by over 70 cultures and 30 religions, reflecting the inclusive nature of our community. Further expanding on this will improve the social connections of residents in the area.

A sustainable City: at present Venlo Court Reserve is managed and attended to by Council. Transferring a part of this reserve to the College will see us assume responsibility for its management, with Council resources able to be redirected to other, better utilised - or more needy - parts of the City.

A growing City that creates new opportunities: our proposal fits strongly within this pillar of the City Plan. As the College of choice for residents in the City of Salisbury, we are growing and are seeking to provide additional educational opportunities for residents. Associated with additional students is additional employment in the area, while plans to add improvements to the property will see investment, urban planning and infrastructure upgrades support economic activity within the City.

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Innovation and Business Development: while this Pillar is designed to address factors within the Council itself, working proactively with the College will help achieve this goal by providing an exceptional experience while working together, and to help deliver a quality outcome for the greater City of Salisbury community.

Having reviewed Council's *Procedure for Receipt and Assessment of Unsolicited Proposals*, other considerations which add weight to our proposal include those listed below.

Value for money: the land would be acquired at market value, as determined by an independent valuer, and calculated at a price incorporating the highest and best use. Given the location, it is anticipated that the highest and best use is provided by the College, maximising return to the City. Further, as an ongoing benefit Council Rates would be increased as a result of this proposal.

Community Need: as reflected in the "Growing City" pillar of the Plan, as school of choice in the area – with a waiting list for entrance - the development of the land would help provide educational and recreational outcomes to future generations of residents.

Uniqueness of proposal: as the owner of adjoining property, we believe that Thomas More is the only party in a position to develop this parcel of land, regardless of the purpose of such development. The development of the property aligns with the City Plan as outlined above, positively impacting more residents than any other alternative use.

Capacity & capability: having serviced the community since 1979, Thomas More College has a long history of providing quality education to the City of Salisbury. We have continually upgraded facilities to not only keep pace with Australian curriculum, but to provide state of the art resources to our students. With Catholic schools introducing Year 7 students to a secondary setting in 2019, we completely renovated and upgraded an existing building for the additional cohort, and then quickly followed this with the construction of a purpose-built building for our Senior students (Years 11 and 12). Other major upgrades have included a new Kitchen Classroom, a new Grounds & Maintenance facility, the introduction of industrial-grade equipment in the Design & Technologies faculty, and the installation of new in-class communication technology to better integrate with student laptop devices. The spending of in excess of \$12M in these areas since 2018 demonstrates both our capacity and capability to implement our plans.

Tim, should you require any further information or clarification please do not hesitate to contact me.

Regards,



Andrew Boeyen
Business Manager

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ITEM	4.1.5
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
HEADING	Capital Works Report - June 2021
AUTHOR	Christy Martin, Team Leader Project Support, City Infrastructure
CITY PLAN LINKS	1.1 Our City is attractive and well maintained 4.2 We deliver quality outcomes that meet the needs of our community
SUMMARY	The following monthly status report and requests for amendments is presented to effectively manage the City Infrastructure Capital Works Program.

RECOMMENDATION

1. Include Salisbury Oval Carpark within the 2021/22 Public Lighting Carpark Program where sufficient funding is available to renew lighting.
2. Endorse the program inclusions of Craig Court, Paralowie and Victoria Drive, Parafield Gardens, within 2021/22 PR14498 Council Funded New Footpath Program, and PR21412 Kerb Ramp Construction / Upgrade Programs.
3. Defer further irrigation renewal works at St Kilda Adventure Park Surrounds in 2021/22 and bring forward Salisbury North Oval from 2023/24 into 2021/22 as part of PR17040 Irrigation Program and should there be an impact to the budget a further report will be provided.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 City Infrastructure is responsible for the capital works, associated plant and fleet, building, traffic and civil engineering services, landscape and environmental works. Specifically, these works involve project management, design specification development, construction and recurrent maintenance. Service provision is undertaken by both internal resources and external consultants/contractors. City Infrastructure provides periodic progress reports for these projects.

2. CONSULTATION / COMMUNICATION

- 2.1 As part of the management of the City Infrastructure Capital Works Program, communication of the program occurs on a monthly basis via the Urban Services Committee. In addition, a current program of works is available via the City of Salisbury internet site, with highlights included in the periodic publication *Salisbury Aware*, and social media.

3. REPORT

- 3.1 The Capital Works Program is in a transition phase moving into the establishment of 2021/22 program of works, continuing works in progress and taking up the assets from the projects delivered in 2020/21. Project Briefs are being finalised as part of establishing the 2021/22 program which provides structure particularly in relation to the objectives of projects, resourcing and key milestones.
- 3.2 The 2021/22 program will see significant works commence and be delivered across the City including the new Burton Community Hub, Operations Centre Upgrade, Salisbury Recreation Precinct Redevelopment, Fairbanks Drive Reserve Upgrade, commencement of the upgrade and revitalisation of John and Church Street, new clubrooms at Yalumba Drive Reserve and the Paddocks. In addition to key projects such as these, routine renewal programs will continue such as \$9.8M Road Reseal Program, \$2.9M Streetscape Program and \$1M City Wide Trails Program.

Current Program Highlights

- 3.3 The public toilets at Kentish Green, Para Vista, are quickly taking shape. This new facility is located adjacent the playspace and expected to be opened later this month.



- 3.4 As part of the Watercourse Management Works Program, excavation and erosion control works are in progress within the Edinburgh drainage system. The City has the three major waterways being Dry Creek, Little Para River and Edinburgh Drain / Helps Road Drain, however in addition to these there is Cobbler Creek, Para Escarpment and various open stormwater drains and basins. Works delivered as part of this program generally includes desilting, waterway formation and erosion control and mitigation measures.



- 3.5 The final stage of the Salisbury Oval Master Plan Implementation is now well advanced. The creation of the new recreational space has been impacted by supply delays associated with the pandemic and therefore has a revised forecast completion of late August / early September 2021.



- 3.6 Three new digital entry signs were completed and now alight at key locations within the City, providing opportunity to promote the City. In addition the new netball court lights at Salisbury North Oval have been completed to complement this new court.



- 3.7 As part of the Major Traffic Improvement Program, an upgrade to the intersection of Wright and Canna Roads, Ingle Farm, was completed. A new protected right turn and seagull island was installed whilst maintaining path networks. This project was funded via the 2020/21 Commonwealth Infrastructure Investment Black Spot Program.



4. PROGRAM AMENDMENTS & APPROVALS

- 4.1 Coordination and monitoring of the Capital Works Program is ongoing, partly to ensure it best meets the needs of the community whilst maintaining infrastructure condition. As a result, the following changes are requested:

Amendment to Program

PR21478 Public Lighting Program

It is proposed to include the Salisbury Oval Carpark within the 2021/22 Public Lighting Program to undertake a design and renewal / upgrade to improve lighting amenity and safety within this area. This is the first site identified for inclusion within the 2021/22 program, upon further investigation and analysis, it is expected additional site/s will be requested which will occur via this reporting format.

Recommendation: Include Salisbury Oval Carpark within the 2021/22 Public Lighting Carpark Program where sufficient funding is available to renew lighting.

Impact: No impact

Amendment to Program**PR14498 Council Funded New Footpath Program****PR21412 Kerb Ramp Construction / Upgrade Program**

Following receipt of requests and/or opportunities identified for footpath network connections and ramps, approval is now sought to include them within the Council Funded New Footpath Program, and Kerb Ramp Construction / Upgrade Program respectively;

- Craig Court, Paralowie – Safety initiative
- Victoria Drive, Parafield Gardens – Safety initiative

The above items will be delivered following completion of community engagement where applicable. These works aid in the provision of connectivity within the City via its path networks.

Recommendation: Endorse the program inclusions of Craig Court, Paralowie and Victoria Drive, Parafield Gardens, within 2021/22 PR14498 Council Funded New Footpath Program, and PR21412 Kerb Ramp Construction / Upgrade Programs.

Impact: No impact

PR17040 Irrigation Program

Due to the failing condition of the irrigation system at Salisbury North Oval, approval is being sought to defer further irrigation renewal works at St Kilda, where the system is currently effectively operating, and bring forward Salisbury North Oval from 2023/24 into 2021/22. With the design complete, this work will be able to promptly move tender. Pending the outcome of this, should additional program funding be required to complete the works, a further report will be provided.

Recommendation: Defer further irrigation renewal works at St Kilda Adventure Park Surrounds in 2021/22 and bring forward Salisbury North Oval from 2023/24 into 2021/22 as part of PR17040 Irrigation Program. Should there be an impact to the budget a further report will be provided.

Impact: Program priority change, should there be an impact to the program budget, a further report will be provided.

5. CONCLUSION / PROPOSAL

- 5.1 This summary report regarding the City Infrastructure Capital Works Program be received.

CO-ORDINATION

Officer:	GMCI	EXEC GROUP
Date:	09/07/2021	12/07/2021

ITEM	4.2.1
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
HEADING	Salisbury City Centre - Church and John Street Upgrade
AUTHOR	Dameon Roy, Manager Infrastructure Management, City Infrastructure
CITY PLAN LINKS	<ul style="list-style-type: none">1.1 Our City is attractive and well maintained1.3 People are valued and they feel safe, included and connected3.1 Salisbury's businesses are successful and part of our community
SUMMARY	<p>This report, in association with a presentation delivered to Informal Strategy, updates the Council on the progress of the Design and the intent of the Salisbury City Centre Upgrade, with a view to proceeding to inform the community and consult key stakeholders on the details.</p>

RECOMMENDATION

1. The information is received and noted
2. Council proceeds to consult with key stakeholders and inform the community of the final design & undertake the construction procurement process, proposed to commence in November this year, and completed by October 2022.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Informal Strategy Presentation - Church/John Street Update

1. BACKGROUND

- 1.1 The Church/John Street Upgrade Project is part of a wider Council City Revitalisation project, which looks to redevelop the whole of the City Centre with respect to Economic Uplift, to encourage Private Investment, Liveability, creating a true City Heart, & Accessibility, both vehicle and pedestrian movement. This was summarised by the following:
 - 1.1.1 City Revitalisation
City Centre Activation; Art Work
 - 1.1.2 Place Making and Increased vibrancy to the city
Unique Spaces; Pops of Colour; Wayfinding
 - 1.1.3 Amenity Uplift and Capital Investment
Furniture Palette; Landscaping
 - 1.1.4 A Safe Place To be
Lighting; Passive Surveillance; Clear Paths of Travel

- 1.1 Following a report to Council on the Church and John Street - Community Consultation Findings (2.6.3 Works & Services, 20 April 2020), Council has undertaken the design and further consultation, particularly with Key Stakeholders, such as the Salisbury Business Association (SBA), major traders, property owners, Department Infrastructure and Transport (DIT) and Disability Access Inclusion Network (DAIN).
- 1.2 The key themes which resulted from the initial phase of engagement is as follows:
 - 1.2.1 Aesthetic appeal and landscaping
 - 1.2.2 Amenity and functionality
 - 1.2.3 Safety and cleanliness
 - 1.2.4 Access and connectivity
 - 1.2.5 Activity
- 1.3 This report shows how the design has addressed these key themes.
- 1.4 With the Design well advanced, this report is updating the Council and seeking approval to move to the final consultation to enable 70% design to be completed, and hence the delivery contractor engaged.
- 1.5 Given the complexity of the works to be undertaken this report gives highlights of the major changes with additional detail provided in the presentation to Council, as attached.

2. CITY PLAN CRITICAL ACTION

- 2.1 Progress the revitalisation of the Salisbury City Centre.
- 2.2 Further, as an action under the 'Prosperous City' theme of the City Plan, Council has committed to: *"Regenerate the Salisbury City Centre into a vibrant, diverse and successful destination recognised as the business heart of northern Adelaide."*

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Project Team & Executive
 - 3.1.2 Name other divisions
- 3.2 External
 - 3.2.1 SBA
 - 3.2.2 DIT
 - 3.2.3 DAIN

4. REPORT

Major Changes

- 4.1 Key changes of the proposed design to the existing features of Church and John Streets include:

- Most of the bollards removed, with planter boxes and other guides to help delineate the roadway
- Existing assortment of street furniture and lighting replaced
- Selected trees removed and additional trees covering a variety of species planted
- paving replaced at selected locations to highlight pedestrian pathways and key nodes
- Larger civic plaza open space for community use
- Improved parking information and layout in selected areas
- Upgraded interchange area and linkage to John Street
- Relocation and improvements to some bus stops to open up the city centre while ensuring efficient linkages between the stops and city centre

Aesthetic Appeal and Landscaping

4.2 Feedback from the community during the initial consultation included:

- 4.2.1 *Overall the community articulated their desire to see an increase in street appeal to the area; the responses received expressed their support of the concept designs most specifically due to the inclusion of landscaping, paving and removal of street clutter and updated shopfronts.*
- 4.2.2 *Greenery and seating ranked overall highest overall amongst respondents, which also was evident throughout the information sessions and stakeholder engagements.*

- 4.3 The design focuses on landscaping of the borders between the pedestrian and roads, with a focus on the removal of bollards and change to high quality pavement types for the footpaths.
- 4.4 Similarly, the roads, particularly in Church Street, and the entryways such as at the Gawler/John Street intersection, have been narrowed to reduce speeds, this has also enabled a significant increase in Green space (over 300m²) in the Civic Square, which improves both aesthetic appeal as well as reduce speeds, discussed later on in the report.
- 4.5 Staff have changed the model of pedestrian safety away from bollards to the installation of high-quality landscaping including concrete edged landscaped gardens, to provide protection to the pedestrian and activation of the footpaths/ pedestrian zones such as for outside dining areas.
- 4.6 A number of existing trees that are of limited life or significantly impacting on street infrastructure are to be removed and additional trees planted. There is expected to be in excess of an additional 120 trees planted in the streets with a mixture of native deciduous and flowering species.

Amenity and Functionality

4.7 Feedback from the community during the initial consultation included:

- 4.7.1 *In addition to this, consistent feedback was received around the inclusion of lighting, signage, drinking fountains, bins, shade and seating.*

- 4.7.2 *There was a desire amongst the respondents to install appropriate seating, away from the typical concrete or metal to traditional timber styles with appropriate arm rests.*
- 4.8 There has been a major focus on smart wayfinding & lighting to raise the lighting environment in the area. In some locations at nodes catenary lighting is recommended to assist with wayfinding, with the lighting throughout the Centre upgraded.
- 4.9 Seating has been incorporated in the landscaping gardens to ensure the timber style, with arm rests area included through the streets to enable resting points and opportunity to linger longer at key nodes.
- 4.10 Bin management has been included in the design with a proposal being discussed with the traders around a centralized approach to bin management.
- 4.11 Similarly, Council is installing additional recycling bins up and down the street corridors, with a focus at nodes.

Safety and Cleanliness

- 4.12 Feedback from the community during the initial consultation included:
- 4.12.1 *Safety and cleanliness feedback were predominantly received throughout the engagement, mainly related to public perception of unsociable behavior within the precinct.*
- 4.12.2 *There was significant discussion from the engagement that an increased level of CCTV and lighting would provide a perceived safety increase within the precinct.*
- 4.13 There has been significant work undertaken with respect to the moving of the memorial benches, previously a site for anti-social behaviour, with ongoing discussions with families involved with the memorial, and key community groups around the moving of gatherings from the City Centre areas to more appropriate sites.
- 4.14 The design has a key factor of maintainability in mind, particularly around concrete structures and pavement types to enable the City Centre to be more easily cleaned. Similarly, there is a trial being undertaken of the use of high pressure heated systems to improve the cleanliness of the street.
- 4.15 This will also be improved by the clear demarcation of the pedestrian paths, as discussed with DAIN and Council's internal resources around access and disability. This is a key focus on the design with pavements and pavement marking (steel tags) having different textures and colours to clearly delineate safe paths of travel.
- 4.16 Staff have also negotiated with the owners of west of Gawler Street to ensure that the area is decluttered, key elements removed and there is a clear and continuous path of travel from the interchange through to the city heart.
- 4.17 20% of the budget is allocated to smart technology and lighting which will significantly improve the public perception of safety in the streets.

Access and Connectivity

4.18 Feedback from the community during the initial consultation included:

4.18.1 *It was identified that to maximise the potential of the precinct, people would like to see clearly delineated and connected pedestrian and vehicular routes, which linked to public transport and carparks to activities.*

4.18.2 *Pedestrian access was seen as the most pressing issue from respondents and the following comments were received;*

- *Pathways defined by distinctive texture and colour to guide the visibly impaired*
- *Smooth uninterrupted pedestrian pathways*
- *Clear signage*
- *Lighting*
- *Smart Parking*
- *Other wayfinding methods*

4.19 This was discussed above, with the additional comments that Council has worked with the Public Transport Authorities to remove the bus stop from in front of the City Square with an increase in capacity of the stops on Church Street between Wilshire and John Street and a new stop on Wilshire Street, removing the bus clutter in the City Centre.

4.20 Access and Connectivity has been a key element of the design with the repurposing of the alleyways and pedestrian paths linking key nodes such as across Sexton Car Park and the redesign of Sexton to reinforce the link across Church Street to the Hub.

Activity

4.21 Feedback from the community during the initial consultation included:

4.21.1 *Respondents associated activity as a key driver to encourage visitors to visit and stay in the city center longer. The following suggestions were mentioned frequently throughout the engagement;*

- *A wider variety of shops*
- *Children's activities*
- *Areas for entertainment and recreation*
- *Lawns for picnics*
- *BBQ areas*
- *Outdoor cafes and eateries*
- *An additional playground*
- *Areas for youth groups to host activities*
- *Bird baths*

4.22 Lawn Areas and outdoor dining opportunities have been significantly increased along John Street.

- 4.23 With the increase in the City Square area, this will enable further, larger event opportunities in the Square and smaller events at key nodes, such as at the intersection of Judd Land and John Street.
- 4.24 Another key aspect to reinforce the shared street model. This has been undertaken in a number of ways:
 - 4.24.1 The roads in the area, whilst still maintaining acceptable turning paths have been significantly narrowed to reduce speed and reinforce the shared street model.
 - 4.24.2 Entry areas, Wiltshire round-about, Church/James intersection and Gawler/John intersections have included a change in pavement type to reinforce the change in speed and the change to a shared street.
 - 4.24.3 Council has also proposed to install and realign a number of pedestrian crossings, for example between Sexton Carpark and the Hoyts complex and Sexton Carpark and the Hub to further emphasize to vehicles the hierarchy of pedestrian movements across roads, further improving safety.

Public Toilet Facilities

- 4.25 Feedback from the community during the initial consultation included:
 - 4.25.1 *Some feedback was provided surrounding the inclusion of a public toilet facility within the proposed upgrade specifically for businesses.*
- 4.26 As part of the early works some potential locations were identified being;
 - 4.26.1 Judd Street Laneway
 - 4.26.2 Sexton Carpark
 - 4.26.3 John Street in front of Cash Converters

The City of Salisbury provides public toilet facilities in the Salisbury Community Hub. There are also other public toilet facilities located within the Parabanks Shopping Centre and at the Train Station which are open for varied and extended hours.
- 4.27 Following investigations with respect to services and accessibility, the preferred location has been determined to be near the front of the Cash Converters, slightly set back in John Street.
- 4.28 It is proposed to have a dual cubical EXOLOO public toilet installed which has the capability of being available 24 hours per day. However, the location and opening hours will be a discussion point during the upcoming engagement program and a final decision determined by Council following this.
- 4.29 Staff are also in negotiations with DIT regarding the replacement of the Public Toilet at the Interchange in association with the Interchange works proposed in the medium term.

Budget Considerations

- 4.30 Council has used external Quantity Surveyors to provide a budget estimate, based on the design of the Salisbury City Centre upgrade project. At this point in time the estimated cost is \$7.2M, which is close to the approved available budget of \$6.85M.
- 4.31 This allows the project team to move forward with confidence into the procurement phase, particularly given final design and value engineering is yet to be undertaken.
- 4.32 Council is engaging a smart city specialist to ensure that the civil and landscape design is fully integrated with the smart city infrastructure. Similarly, Council is engaging a specialist construction company to ensure that final design and construction techniques aim to minimise the construction impact on the traders and the risk of cost overruns for the project.

Consultation Process

- 4.33 Following this report Council is looking to undertake direct consultation with key stakeholders, and landowners particularly with respect to the location of the toilet facilities and the major changes to the Gawler Street end of the project.
- 4.34 Council will be utilising consultants to provide feedback to the community around the final design, particularly with a focus on the diverse cultural groups in the Town Center.
- 4.35 Council is undertaking an expression of interest (EOI) for potential construction companies to deliver the project, with a focus on the methodology of construction to minimise disruption to traders and community engagement methodology by the contactor, a key assessment Criteria.
- 4.36 This EOI process will be followed by a formal request for tender (RFT) to ensure the successful tender will complete the project by October 2022.
- 4.37 In parallel with the EOI process, Council will be undertaking the community consultation and SBA/Trader Engagement to ensure the project is not delayed.

Proposed Timelines

Engineering Model & 70%	July 2021
Council Report	July 2021
SBA/Trader Engagement	July – August 2021
Expression of Interest	July – August 2021
RFT (D&C Contract)	August 2021
Award Contract	October 2021
Mobilisation on site	November 2021 or Feb 2022
Completion	October 2022

5. CONCLUSION / PROPOSAL

- 5.1 The design has focused on the consultation results and feedback from the community, users, the SBA and traders, and is moving to the procurement phase with construction proposed to commence in November. The design has been an integrated collaboration between Council staff, external consultants and advisors to ensure a high-quality outcome and exceptional community experience for many years to come, meeting the expectations of the community as discussed above.
- 5.2 The budget and overall scope will be further refined and value engineered, and reported to Council as the expression of interest and formal tendering process is undertaken.
- 5.3 A close liaison process will be developed by Council's Project Team with the SBA, Traders and Principal Construction Contractor and Council's Project Manager to ensure there are minimal disruptions to the traders and property owners during the construction period, including Christmas 2021.
- 5.4 The targeted completion date for the project is currently October 2022, to ensure it can play a role in promotion of the City Centre for the 2022 Christmas period.

CO-ORDINATION

Officer:	GMCI	EXEC GROUP
Date:	09/07/2021	12/07/2021



Church Street – John Street Core design principles



- Aesthetic appeal & landscaping
- Amenity & functionality
- Safety & cleanliness
- Access & connectivity
- Activity



LEGEND	
BRICK PAVING	NEW TREES
BENCHES	SEATING TREES
PLANTING AREA	PATTERN PAVING
MOBIL	PLANTER BOXES
SCULPTURE	LANDSCAPE LIGHTING
SEAT WITH PLANTER	BRICK ROAD
LANDSCAPE LIGHTING	LANDSCAPE LIGHTING
PLANTER BOXES	LANDSCAPE LIGHTING
LANDSCAPE LIGHTING	LANDSCAPE LIGHTING
LANDSCAPE LIGHTING	LANDSCAPE LIGHTING

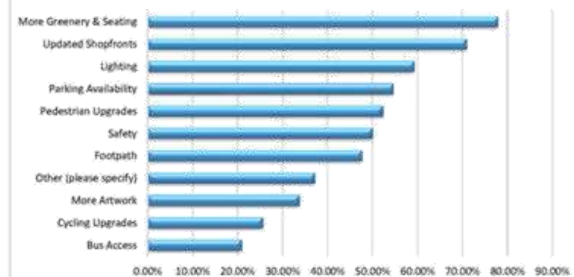


City Infrastructure

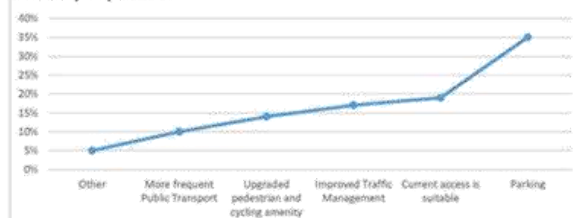
Church Street – John Street Public Consultation Results – GHD April 2020



Q.12 What improvements would you like to see on Church and John Street? (Tick all that apply)



Q.16 What would make it easier for you to get to the Salisbury City Centre?



Response themes: The majority of responses centred on the following themes (in alphabetical order):

Theme	Key Suggestions
Access	DDA, Parking, Public transport, Footpaths
Activity	Shops, Cafes, Eateries, Recreation
Aesthetics	Shop fronts, Greenery, Cleanliness, Artwork,
Amenity and Functionality	Seating, Greater street appeal
Greenery	Flowers, trees, garden beds, grassy areas,
Safety and Cleanliness	No smoking zones, lighting, regular street sweeping, bins,

City Infrastructure

Church Street – John Street

What will change – key features



- Bollards removed
- Existing furniture & lighting
- Some trees replaced
- Bus stop changes
- Paving changes at key locations
- 2700 Carparks within our City Centre – Net loss of 37 Carparks
- 130 Additional Trees
- Planter boxes
- New lighting & furniture
- Mix of trees
- Level differences
- Larger civic plaza
- Defined pedestrian paths
- Parking information
- Interchange integration

City Infrastructure

Church Street – John Street Sexton Car Park



- Improved flow of our carparks
- Safer exit onto Church Street
- Safer pedestrian access from Hoyts complex to John Street with highlighted walkway
- Improved lighting
- Smart technology

Sexton Carpark from the HUB Plaza

City Infrastructure

Church Street – John Street Core design principles



- Narrowing of Church St
- Increased area of our Civic Plaza
- Raised planters to replace bollards around Civic Plaza
- Catenary lighting to intersection of Church & John highlighting the 'City Centre'
- Paving treatments

Corner John & Church Street looking over the HUB Plaza

City Infrastructure

Church Street – John Street Bus/Train Interchange Connection



- Enhanced connection between the Interchange and John St
- Better visibility with the demolition of the Kiosk & Stockade Tavern Sign
- Improved path of travel and access across Gawler Street

DIT - Negotiated upgrade of the Salisbury Interchange

- Proposed New Toilets
- Complete Paint to blend the interchange with our City Centre upgrade
- Improved Footpaths
- Improved Signage
- New Plantings & Landscape

Looking from the Interchange down John Street

City Infrastructure

City Centre Upgrade

Church & Wiltshire Roundabout looking towards John Street



- Improved entrance into the city centre
- Landscaped verges
- Improved safety with dedicated walkway across Mobarra carpark
- More trees and plantings near Church St bus stops

Church Street / Wiltshire Street roundabout looking down Church to Hub

City Infrastructure

City Centre Upgrade

John & Ann Street Roundabout looking back onto John Street



- Additional Parking on John Street
- Additional Trees to soften the look and feel of John Street East.
- Planted roundabout
- Improved lighting
- Proposed location of public toilet
- Soft touch upgrade to John Street (Eastern Side of Ann Street)

John Street / Ann Street roundabout looking west down John Street

City Infrastructure

Church Street – John Street Parking



- Sexton, Judd & Mobara Carparks
- Improved signage
 - Wayfinding
 - Availability
- Smart Parking introduced
- Improved connectivity via laneways
 - From carparks to John Street
 - From carparks to Hoyts Complex
- Additional short term carparks

City Infrastructure

Church Street – John Street Public Transport



- Removal of the Bus Stop in front of the Civic Plaza
- Relocation of the Bus Stop to Wiltshire Street
- Existing bus stops in front of Bakery/Old Len Beadell Site to be increased to fit 2 articulated buses with the removal of 4 existing carpark

Church Street looking towards John Street and Wiltshire Street Roundabout City Infrastructure

Church Street – John Street Community Safety



- Improved Amenity
- Additional CCTV
- CPTED
- SAPOL Discussions
- Trader Discussions
- Indigenous Community Discussions
- DIT discussions

SEXTON CARPARK LOOKING TOWARDS JOHN STREET COMING FROM HOYTS City Infrastructure

Church Street – John Street Smart City – Desired Outcomes



- Lighting
 - Movement
 - Event
- WIFI
- CCTV
- Smart Parking
- Bluetooth Sensors
- Digital Bus stop signage on Church Street

City Infrastructure

Church Street – John Street Stakeholder Engagement



Engaging with -

- Landowners
- Shop Owners
- Salisbury Business Association
- DAIN Group
- General information to Community

Discussions including –

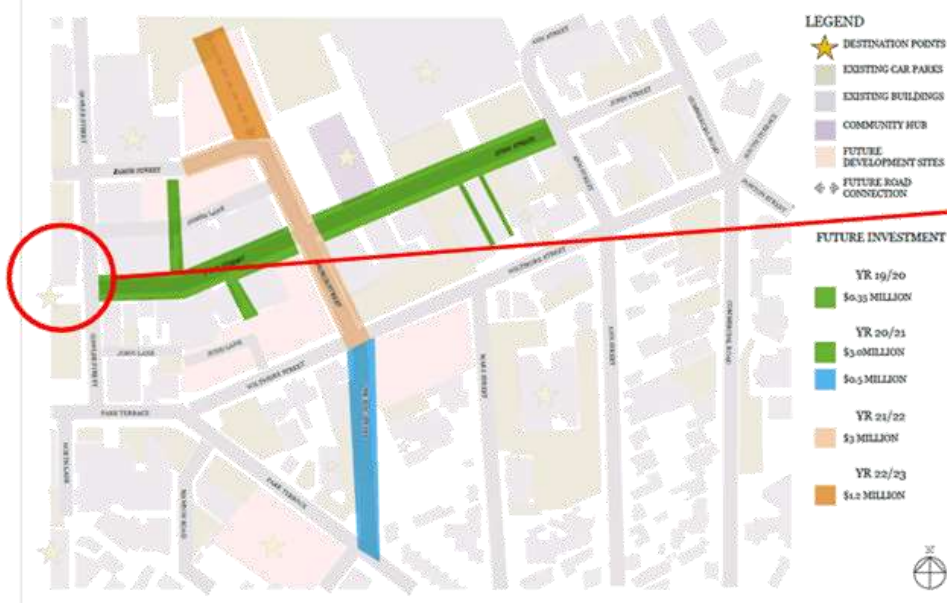
- Investment
- Toilet location
- Improving the Facades
- Parking
- Construction Methodology
- Parklets

City Infrastructure

Church Street – John Street Budget



ESTIMATED COST OF WORKS



Original Budget – \$6.85m

Increased Scope

- Gawler Street West

QS Budget \$7.2m
Approach Market & Value Engineering to budget

City Infrastructure

Church Street – John Street Proposed Timelines



- | | |
|------------------------------------|------------------------------|
| • Engineering Model & 70% Drawings | July 2021 |
| • Council Report | July 2021 |
| • SBA/Trader Engagement | July - August 2021 |
| • Expression of Interest | July – August 2021 |
| • RFT (D&C Contract) | August 2021 |
| • Award Contract | October 2021 |
| • Mobilisation on site | November 2021 or
Feb 2022 |
| • Completion | October 2022 |

City Infrastructure





ITEM	4.2.2
	URBAN SERVICES COMMITTEE
DATE	19 July 2021
HEADING	Kings Road and Waterloo Corner Road Traffic Management Initiatives and Upgrades
AUTHOR	John Devine, General Manager City Infrastructure, City Infrastructure
CITY PLAN LINKS	<p>3.3 Our infrastructure supports investment and business activity</p> <p>3.4 Our urban growth is well planned and our centres are active</p> <p>4.2 We deliver quality outcomes that meet the needs of our community</p>
SUMMARY	The purpose of this report is to provide Council with the high level design plans and cost estimates associated with increasing the capacity of both Kings Road and Waterloo Corner Road prepared in response to a Council resolution in February 2021.

RECOMMENDATION

1. That the report be received
2. That Council writes to DIT advising them of this design report and seeking that its contents be considered as part of their North West Road Network Planning analysis currently underway, and that the City of Salisbury becomes a part of the project team investigating various aspects of the Northern Adelaide road network.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Concept Design Report
2. Cost Estimates
3. Kings Road - Option 1
4. Kings Road - Option 2
5. Waterloo Corner Road - Option 1
6. Waterloo Corner Road - Option 2

1. BACKGROUND

- 1.1 At its meeting held on Monday, 22 February 2021 Council resolved the following:

“Staff bring back a report to the June 2021 Urban Services Committee providing concept designs and cost estimates associated with increasing the capacity of Kings Road from Salisbury Highway west to the Northern Connector through traffic management initiatives or carriageway/dual carriageway redevelopment, and also upgrades to the Waterloo Corner Road from Bolivar Road to Heaslip Road.”

Resolution Number 0859/2021

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 City Infrastructure
- 2.2 External
 - 2.2.1 WGA

3. REPORT

- 3.1 Council's City Plan 2035 contains a critical action relating to improvements to east west arterial roads across Salisbury, including increasing the capacity and safety of Kings Road and Waterloo Corner Road.
- 3.2 Waterloo Corner Road is predominantly a two lane arterial road, with some junctions provided with right turn auxiliary lanes. Only a short section (300 m) of bike lanes are provided on the section of road assessed. Waterloo Corner Road is a public bus transport route.
- 3.5 Kings Road is predominantly a two lane arterial road, with some junctions provided with right turn auxiliary lanes. Bike lanes are provided on portions of the road. The predominate length of Kings Road is a public bus transport route.
- 3.3 Both Waterloo Corner Road and Kings Road are under the care and control of the Department of Infrastructure and Transport (DIT).
- 3.4 The opening of the Northern Connector has focused east west traffic on to both Waterloo Corner Road and Kings Road, with both roads now nearing capacity.
- 3.5 There are also increasing concerns about community connectivity, and safety for pedestrians and cyclists along both roads.
- 3.6 As a result of the increased traffic demand for both mentioned roads, Council is seeking to develop concept plans for increasing the capacity of both road sections and provide initial broad cost estimates for these options.
- 3.7 Following Council's resolution, staff commenced investigations into traffic management initiatives and Wallbridge Gilbert Aztec (WGA) were engaged to prepare concept plans for both the duplication and increasing the capacity of Waterloo Corner Road from Bolivar Road to Heaslip Road and Kings Road from Salisbury Highway to the Northern Connector. Specifically the two options assessed were:
 - 3.7.1 Option 1: An initial option that will increase capacity and road safety based on current and likely short to medium term traffic volumes.
 - 3.7.1 Option 2: A longer term option that would meet the potential long term capacity and safety requirements of these two road sections.
- 3.8 The development of concept options considered the following performance criteria:
 - Maximising road safety benefits.
 - Achieving best possible level of service outcomes.
 - Minimising land acquisition requirements.
 - Delivering minimum cost and program.
 - Maximising realisation of the stated benefits.

- Minimising environmental and community impacts and maximising sustainability.
- Maximising the potential for integrated, sustainable infrastructure and transport.

3.9 Concept plans and construction cost estimates have been attached for information.

3.10 The costs estimates for the capacity increases are as indicated in the table below:

Road Section	Option 1		Option 2	
	Low	High	Low	High
Waterloo Corner Road	\$16 Million	\$19 Million	\$38 Million	\$44 Million
Kings Road	\$12 Million	\$14 Million	\$44 Million	\$52 Million

3.11 Currently Council's Long Term Financial Plan has zero funding for any of this upgrade work as both roads are the responsibility of DIT.

4. CONCLUSION / PROPOSAL

- 4.1 Following a Council resolution in February 2021 high level concept designs and cost estimates have been prepared for both Waterloo Corner and Kings Roads.
- 4.2 Both roads play an integral part in the arterial road network of Northern Adelaide and are reaching their design capacity. Council's City Plan 2035 contains a critical action relating to improvements to east west arterial roads across Salisbury, including increasing the capacity and safety of Waterloo Corner and Kings Roads.
- 4.3 The cost to upgrade either road is between \$10 million and \$50 million, with zero funding for this work provided for in Council's Long Term Financial Plan as the responsibility sits with DIT.
- 4.4 It is recommended that the information contained in the design report is provided to DIT as an input into the road network planning studies currently being undertaken.

CO-ORDINATION

Officer:	GMCI	EXEC GROUP
Date:	09/07/2021	15/07/2021



City of Salisbury

**Waterloo Corner
Road & Kings
Road
High Level
Design & Cost
Estimates**

CONCEPT DESIGN REPORT

Project No. WGA210760
Doc No. WGA210760-CV-RP-0001
Rev. A
11 July 2021



Revision History

Rev	Date	Issue	Originator	Checker	Approver
A	11/07/2021	Draft	CP	HB	HB



WGA High Level Design & Cost Estimates

Project No. WGA210760
Doc No. WGA210760-CV-RP-
0001
Rev. A

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WGA High Level Design & Cost Estimates

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Appendices

Appendix A Concept Plans Waterloo Corner Road – Options 1 & 2

Appendix B Concept Plans Kings Road – Options 1 & 2

Appendix C Cost Summary

1 INTRODUCTION

1.1 GENERAL

Wallbridge Gilbert Aztec (WGA) has been engaged by the City of Salisbury (CoS) to undertake a preliminary concept design to determine likely costs for initial capacity treatments that would assist in addressing and alleviating the immediate traffic capacity issues with the following two road alignments:

- Waterloo Corner Road from Bolivar Road to Heaslip Road (approximately 2.3 km)
- Kings Road from Salisbury Highway to Bolivar Road (approximately 3.2 km)

The locations for the above road sections are indicated in green in the below **Figure 1**.

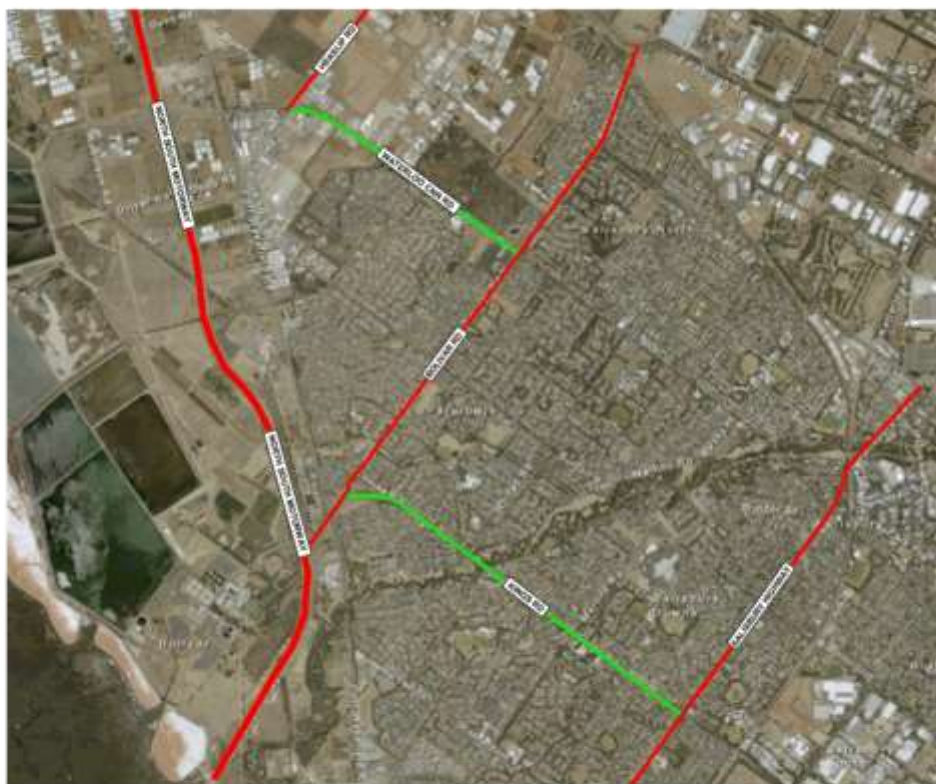


Figure 1: Project Location

1 WGA High Level Design & Cost Estimates

Project No. WGA210760
Doc No. WGA210760-CV-RP-0001
Rev. A

These two road sections fall under the care and Department for Infrastructure and Transport (DIT).

This Concept Report addresses the criteria and scope of services and has been development based on Austroads Road Design Guidelines, relevant Australian Standards, and DIT standards and guidelines.

The opening of the Northern Connector has focused east west traffic on to both Waterloo Corner Road and Kings Road. As a result of the increased traffic demand for both mentioned roads, CoS is seeking to develop concept plans for increasing the capacity of both road sections and provide initial broad cost estimates for these options.

The development of concept options considered the following performance criteria:

- Maximising road safety benefits.
- Achieving best possible level of service outcomes, i.e. the best possible traffic solution with no constraints.
- Minimising land acquisition requirements.
- Delivering minimum cost and program.
- Maximising realisation of the stated benefits.
- Minimising environmental and community impacts and maximising sustainability.
- Maximising the potential for integrated, sustainable infrastructure and transport.
- Concepts to balance between the above.

2 BACKGROUND

2.1 GENERAL

2.1.1 Waterloo Corner Road

Waterloo Corner Road (DIT Road Number 05063) is an Urban Arterial Road that links the Northern Connector in the west and Salisbury Highway to the east traversing a distance of approximately 7.15 km and bisecting the suburbs of Waterloo Corner, Burton, Salisbury North, Paralowie, Salisbury, Brahma Lodge and Salisbury Plain.

For the road section assessed the total daily traffic volumes range from approximately between 11,600 to 13,300 vehicles per day. Commercial vehicles volumes range from approximately 600 to 950 heavy vehicles per day. Traffic volumes increase towards the east, whilst heavy vehicle content increases to the west. This is anticipated to be due to the industrial land uses on the western portion of Waterloo Corner. Further detailed information on traffic volumes is provided in Section 3.1.

Waterloo Corner Road is predominantly a two lane two way road, with some junctions provided with right turn auxiliary lanes. Only a short section (300 m) of bike lanes are provided on the section of road assessed. Waterloo Corner Road is a public bus transport route.

2.1.2 Kings Road

Kings Road (DIT Road Number 05403) is an Urban Arterial Road that links Bolivar Road in the west and Main North Road in the east traversing a distance of approximately 5.9 km and bisecting the suburbs of Paralowie, Parafield Gardens, Salisbury Downs, Parafield and Salisbury South.

Total daily traffic volumes range from approximately between 12,500 to 21,000 vehicles per day. Commercial vehicles volumes range from approximately 500 to 600 heavy vehicles per day. Traffic volumes increase towards the east. Further detailed information on traffic volumes is provided in Section 3.1.

Kings Road is predominantly a two lane two way road, with some junctions provided with right turn auxiliary lanes. Bike lanes are provided on portions of the road. The predominate length of Kings Road is a public bus transport route.

2.2 STRATEGIC CONTEXT

2.2.1 Waterloo Corner Road

Between Bolivar Road and Heaslip Road, the carriageway consists of a single lane in each direction of travel. Toward the western extents the road is bounded by mainly industrial type business. Waterloo Corner Road in this vicinity currently has three levels of classification:

- PBS Level 3A – Heaslip Road to just west of Hawker Road (i.e. can carry up to 36.5 m road trains)
- PBS Level 2A – Just west of Hawker road to Helps Road (i.e. can carry up to 26 m B-double)
- PBS Level 1A – Helps Road to Bolivar Road (i.e. can carry up to 19 m semi vehicles)

2.2.2 Kings Road

Kings Road consists of a single lane in each direction of travel up until just east of Bolivar Road roundabout where it changes to two lanes in each direction. The road is mainly bounded by residential properties and is currently classified as a PBS Level 1A route (i.e. can carry up to 19 m semi vehicles)

2.3 PROBLEM IDENTIFICATION

These two road sections are at or nearing capacity for a two way two lane road with limited auxiliary right turn lanes. The concept plans developed aim to provide a staged approach to increasing capacity and improving road safety as traffic volumes increase on Waterloo Corner Road from Bolivar Road to Heaslip Road and Kings Road from Salisbury Highway to the Northern Connector and provide initial cost estimates for these options.

3 EXISTING CONDITIONS

3.1 TRAFFIC VOLUMES

Traffic information was sourced from Location SA. A detailed summary of the daily and percentage commercial vehicles on each road section is summarised in **Table 1** and **Table 2** below.

Table 1: Traffic Data - Waterloo Corner Road

Section	Traffic Volume	Commercial vehicles
Heaslip Rd to Helps Rd	11,600 (2020)	950 (8%)
Helps Road to Kensington Way	12,500 (2019)	800 (6.5%)
Kensington Way to Bolivar Rd	13,300 (2019)	600 (4.5%)

Table 2: Traffic Data - Kings Road

Section	Traffic Volume	Commercial vehicles
Bolivar Rd to Whites Road	12,500 (2016)	550 (4.5%)
Whites Rd to Martins Rd	16,600 (2016)	600 (3.5%)
Martins Road to Salisbury Hwy	20,700 (2018)	550 (2.5%)

3.2 SPEED ZONES

Speed zones for the two subject roads are outlined below within **Table 3** and **Table 4**.

Table 3: Speed Zones - Waterloo Corner Road

Section	Posted Speed Limit (km/hr)
Heaslip Rd to 200 m west of Kensington Way	70
200 m west of Kensington Way to Bolivar Rd	60

Table 4: Speed Zones - Kings Road

Section	Posted Speed Limit (km/hr)
Bolivar Rd to Salisbury Hwy	60

3.3 CRASH DATA

Crash data has been sourced from Locations SA to identify the location of crashes, the type of crashes and any crash clusters recorded from the beginning of 2015 to the end of 2019 (5 years).

Included below within **Table 5** is the crash history for Waterloo Corner Road between Heaslip Road and Bolivar Road (including the intersections of Heaslip Rd/Waterloo Cnr Rd and Bolivar Rd/Waterloo Cnr Rd). The recorded data indicates that the primary crash type was right angle (40) followed by rear end (30). There have been no recorded fatalities on this stretch of road for the 5-year period.

Table 5: Crash History - Waterloo Corner Road

Total Crashes	PDO	Total Casualties	Total Fatalities	Serious Injury	Rear End	Hit Fixed Object	Side Swipe	Right Angle	Head On	Hit Pedestrian	Roll Over	Right Turn	Hit Parked Vehicle	Hit Animal	Hit Object on Road	Left Road
95	59	47	0	2	30	10	9	40	2	0	1	2	0	0	0	0

Included below within **Table 6** is the crash history for Kings Road between Bolivar Road and Salisbury Highway (including the intersections of Bolivar Rd/Kings Rd and Kings Rd/Salisbury Hwy). The recorded data indicates that the primary crash type was rear end (102) followed by right angle (40). There have been no recorded fatalities on this stretch of road for the 5-year period.

Table 6: Crash History - Kings Road

Total Crashes	PDO	Total Casualties	Total Fatalities	Serious Injury	Rear End	Hit Fixed Object	Side Swipe	Right Angle	Head On	Hit Pedestrian	Roll Over	Right Turn	Hit Parked Vehicle	Hit Animal	Hit Object on Road	Left Road
187	117	78	0	1	102	16	15	40	4	1	0	7	2	0	0	0

3.4 SERVICES

DBYD information was obtained for the full length of both sections of road under investigation. The relevant information has been carried over to concept plans providing an indication of potentially affected services associated with each of the options.

3.4.1 Existing Services – Waterloo Corner Road

Included below within **Table 7** is a summary of the existing services along Waterloo Corner Road that is based from the DBYD information.

Table 7: Affected Services - Waterloo Corner Road

Concept ID	Service	Affected	Description	Size	Comments
Option 1	SAPN	Yes	Underground	11kV	Mainly between Hawker Rd and Barton Crescent
			Stobie Poles	11kV	Mainly between Springbank Rd and Helps Rd
	NBN	Yes	Underground Cable	NA	Potentially falls within the shoulder between Hawker Road and Kensington Way (previously the verge)
	Gas	Yes	Underground Gas	- 100mm SP HP	Current alignment appears to follow the existing carriageway. Affected mainly around intersections.
	Wastewater	Yes	Underground Sewer	- 225mm PVCU	Current alignment appears to follow the existing carriageway. Affected mainly around intersections.
Option 2	SAPN	Yes	Underground	11 kV	Mainly between Hawker Rd and Barton Crescent
			Stobie Poles	11 kV	Mainly between AAA Recycling and Helps Rd
	NBN	Yes	Underground Cable	NA	Previously in the verge on the northern side of the carriageway now falls within the eastbound lane for the majority of the section
	Gas	Yes	Underground Gas	- 100mm SP HP	Current alignment appears to follow the existing carriageway. Affected mainly around intersections.
	Wastewater	Yes	Underground Sewer	- 225mm PVCU - 375mm PVCU	Current alignment appears to follow the existing carriageway. Affected mainly around intersections.
	Potable Water	Yes	Underground Water Main	- 600mm DI CL - 450mm DI CL	Affected mainly between Heaslip Rd and Hawker Rd and around intersections
	SAPN	Yes	Underground	11 kV	Mainly between Hawker Rd and Barton Crescent
			Stobie Poles	11 kV	Mainly between AAA Recycling and Helps Rd
	NBN	Yes	Underground Cable	NA	Previously in the verge on the northern side of the carriageway now falls within the eastbound lane for the majority of the section
	Gas	Yes	Underground Gas	- 100mm SP HP	Current alignment appears to follow the existing carriageway. Affected mainly around intersections.
	Wastewater	Yes	Underground Sewer	- 225mm PVCU - 375mm PVCU	Current alignment appears to follow the existing carriageway. Affected mainly around intersections.
	Potable Water	Yes	Underground Water Main	- 600mm DI CL - 450mm DI CL	Affected mainly between Heaslip Rd and Hawker Rd and around intersections

3.4.2 Existing Services – Kings Road

Included below within **Table 8** is a summary of the existing services along Kings Road that is based from the DBYD information.

Table 8: Affected Services – Kings Road

Concept ID	Service	Affected	Description	Size	Comments
Option 1	SAPN	Yes	Underground	11kV	Mainly affected around road crossings
			Stobie Poles	NA	Non appear to be affected
	NBN	Yes	Underground Cable	NA	Mainly around the Bishop Drive Auxiliary Left turn lane
	Gas	Yes	Underground Gas	- 40mm Poly HP - 100mm SP MP	South of Fairbanks Drive and around the intersections of Miriam Rd and Southcott Terrace
	Wastewater	Yes	Underground Sewer	- 600mm VC	Current alignment appears to follow the existing carriageway. Affected mainly around Lynnette Lane Auxiliary Left Turn and west of Donegal Street
Option 2	Potable Water	Yes	Underground Water Main	- 100mm CICL - 100mm AC	Mainly falls well outside the existing carriageway or within the existing carriageway
	SAPN	Yes	Underground	11 kV	Mainly affected around road crossings and some intersections
			Stobie Poles	NA	Mainly between Andrew Smith Drive and the Salisbury Highway on the northern side
	NBN	Yes	Underground Cable	NA	Previously traversing the verge on the southern side now mainly falling within the westbound carriageway
	Gas	Yes	Underground Gas	- 100mm SP MP	Previously traversing the verge on the southern side now mainly falling within the westbound carriageway
	Wastewater	Yes	Underground Sewer	- 600mm VC	Mainly traversing the eastbound existing carriageway
	Potable Water	Yes	Underground Water Main	-100mm CICL - 200mm AC -100mm AC	Previously traversing the verge on the southern side now mainly falling within the westbound carriageway

3.5 LAND AND ENVIRONMENT

3.5.1 Land Use – Waterloo Corner Road

Land use within the study area on Waterloo Corner Road consists of a mixture of residential and vacant urban land with utilities/industry and commercial being the more dominant form of land use toward the western extents of the study area (ref).



Figure 2: Land Use - Waterloo Corner Road

3.5.2 Land Use – Kings Road

Land use within the study area on Kings Road consists of mainly residential use as shown below within Error! Reference source not found..



Figure 3: Land Use - Kings Road

3.5.3 Zoning

3.5.4 Flora and Fauna

Locations SA Web Viewer was used in the initial phase of planning to identify sites of environmental significance that may require protection, avoidance, require careful consideration or potentially be a constraint when determining future road alignments. It should be noted that no sites of environmental significance were identified.

3.5.5 European Heritage

Locations SA Web Viewer was used in the initial phase of planning to identify sites of Heritage significance that may require protection, avoidance, require careful consideration or potentially be a constraint when determining future road alignments. It should be noted that no sites of Heritage significance were identified.

4 OPTION IDENTIFICATION AND ASSESSMENT

4.1 GENERAL

The proposed upgrades have the objective of increasing the capacity of both Waterloo Corner Road and Kings Road. As indicated the opening of the Northern Connector has focused east west traffic on to both Waterloo Corner Road and Kings Road. The subsequent sections discuss design guideline requirements and design constraints that are associated with the location and alignment of the proposed modifications.

4.2 OPTIONS ASSESSED

4.2.1 General

For this assessment a staged approach has been adopted, namely:

Option 1: An initial option that will increase capacity and road safety based on current and likely short to medium term traffic volumes.

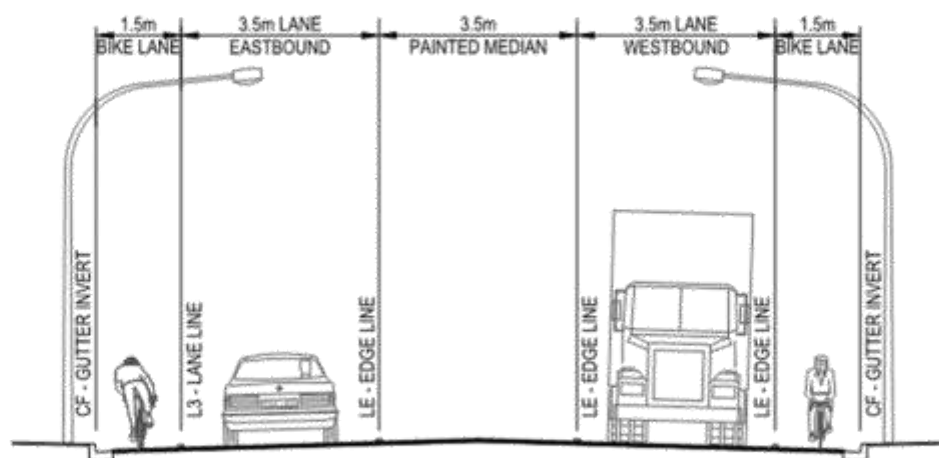
Option 2: A longer term option that would meet the potential long term capacity and safety requirements of these two road sections.

4.2.2 Option 1, Initial Arrangement

Option 1 has been developed to cater for traffic volumes up to approximately 20,000 vehicles per day by:

- Providing right turn auxiliary lane to side road junctions
- Providing a flush painted central median
- Locally widening the centre median to allow staged right turn movements from high volume side roads
- Locally narrowing the centre median where high cost impacts may be generated i.e. bridges, services
- Providing on road bicycle lanes

The following figure outlines the typically cross section for Option 1



TYPICAL CROSS SECTION

Figure 4: Option 1 Cross Section

4.2.3 Option 2, Longer Term Arrangement

Option 2 has been developed to cater for traffic volumes up to approximately 50,000 vehicles per day by:

- Providing four through lanes (two lanes in each direction)
- Providing right turn auxiliary lane to side road junctions
- Providing a wide centre median (7 m) to allow staged right turn movements from side roads
- Providing on road bicycle lanes

The following figure outlines the typically cross section for Option 2

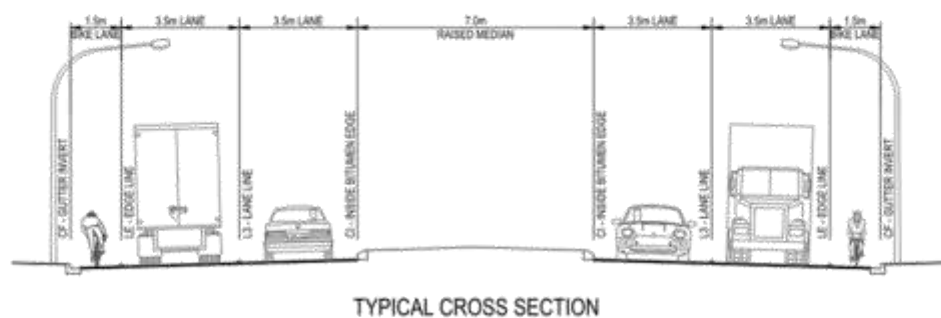


Figure 5: Option 2 Cross Section

4.3 DESIGN REQUIREMENTS

4.3.1 General

Development of the upgrade concepts within the design section have been based on the following guidelines:

- DIT Standards and Guidelines
- AUSTRROADS Road Design Guidelines Part 3 – Geometric Design (AGRD03)
- National Transport Commission (NTC) - PBS Level Guidelines
- AS 1158 Road Lighting
- A Guide to the Installation of Traffic Control Devices in South Australia

4.3.2 Project Extents

The proposed extent of the project(s) could vary laterally depending on the final treatment but is expected to be contained within the following bounds:

- Waterloo Corner Road – between Heaslip Road roundabout and Bolivar Road intersection
- Kings Road – between Bolivar Road roundabout and Salisbury Highway intersection

4.4 PAVEMENT REQUIREMENTS

Pavements typically form the predominate cost impacts for road infrastructure upgrade projects. For this assessment the following criteria has been used.

4.4.1 Existing Pavement

An 80 mm Asphalt Plan Out and Reinstall of the existing pavement has been assumed. This pavement will address level adjustments and improve the existing pavement. Further detail assessments would still be required to confirm the final overlay requirements, including geotechnical investigations and deflectograph testing.

4.4.2 New Pavements

A Full Depth Asphalt (FDA) pavement has been adopted for the new pavement extents. The FDA pavement is considered the most likely pavement type that would be adopted for a project of this nature (high volume urban arterial road).

The key design parameters used in development of the FDA pavements are:

- Design Period: 30 years
- Existing Traffic Volumes Highest Existing Traffic Volumes in Section 3.1
- Annual Growth Rate: 3.0 percent
- Assumed Construction Start Date: 2022
- Subgrade Design CBR: 4 percent
- Traffic Load Distribution DIT UGA 2018

The following FDA thicknesses for the two road sections were calculated using Circly 7.0.

Table 9: FDA Pavement Thicknesses

Road Section	Total Asphalt Thickness	Working Platform	Type A
Waterloo Corner Road	240 mm	150 mm	150 mm
Kings Road	205 mm	150 mm	150 mm

4.4.3 Traffic Median

For this assessment it is assumed any raised traffic medians will be concrete infill pavements with nominally 20MPa concrete.

4.5 DRAINAGE DESIGN

The existing drainage has been incorporated within the design to form a basis for the new drainage. For each option new cross drainage has been incorporated into the existing design that is anticipated to address kerb flow width requirements. Further detail design will be needed to confirm this arrangement and the final positioning of stormwater entry pits.

4.6 SERVICES

As indicated DBYD information was obtained for the full length of both sections of road under investigation. The anticipated impact to services is expected to be predominately SAPN and Telstra/NBN services. Lengths of likely impacts have been derived from the concepts for cost estimate purposes.

4.7 ROAD LIGHTING

The existing road lighting has been incorporated within the design to form a basis for the new road lighting. For each option new road lighting has been incorporated into the existing design that are anticipated to be required to achieve V3 Lighting category. The following light type and spacings have been adopted:

- Option 1: 35 m spacing for 150W LEDs at 10.5 m Mounting Heights (one side of the road)
- Option 2: 45 m spacing for 150W LEDs at 10.5 m Mounting Heights (both sides of the road)

4.8 OPTIONS DEVELOPED

Provided in Appendix A and B are the initial concept plans developed for Option 1 and 2 for reference.

4.9 COST ESTIMATES

Broad costs estimates have been developed for the options to understand the anticipating likely investment requirements for delivering either Option 1 or Option 2.

4.9.1 Preliminaries

A 30 percent allocation has been made for preliminaries, and which includes pre-construction activities (geotechnical investigations, engineering survey, design) and construction activities such as mobilisation, site compounds, overheads/margins, environmental management and survey set out.

4.9.2 Earthworks

Relatively minimal earthworks requirements are anticipated for this project, with the main portion being a direct result of boxing out for the new pavements.

4.9.3 Pavement

Rates adopted for the pavements have been based on recent estimates developed for major intersection upgrades.

The following table outlines the estimated pavement areas for the two road sections

Table 10: Pavement Areas Option 1

Road Section	Pavement Overlay	New FDA	Concrete Infill
Waterloo Corner Road	26,000 m ²	7,600 m ²	160 m ²
Kings Road	38,000 m ²	7,800 m ²	520 m ²

Table 11: Pavement Areas Option 2

Road Section	Pavement Overlay	New FDA	Concrete Infill
Waterloo Corner Road	23,000 m ²	26,250 m ²	7,250 m ²
Kings Road	29,000 m ²	34,000 m ²	12,000 m ²

New 1.5 m wide blocked paved footpaths have been allowed for on both sides of each road section.

4.9.4 Services

Services will form a relatively major cost for the project. No consultation with service authorities has been possible due to the high level nature of the project. Costs have been based on expected relocation requirements due the footprint of the new works.

4.9.5 Drainage

Costs have been allocated to the anticipated extent of the new drainage pits and pipes. Included in drainage is the length of new kerb and watertable. The assumption has been made the existing kerbing will be retained where it is not impacted by the works.

4.9.6 Road Lighting

Costs have been allocated based on the anticipated extent of new road lighting poles, including new conduits, cabling, service pillars and supply points.

4.9.7 Land Acquisition

A square metre rate has been used to estimate the cost impacts of land acquisition. It is recognised that some land parcels will likely require full acquisition due to the level of impact. Whilst the full land parcels have not been included in this cost estimate it is anticipated surplus land would be resold and would offset the original cost of the land purchase.

4.9.8 Contingency

Due to the high level nature of this assessment a 20 to 40 percent contingency range has been applied to the estimate to account for potential unknown issues that may be encountered. The 20 to 40 percent contingency range represents the low and high range estimates within this assessment.

4.9.9 Cost Summary

The broad cost estimate summaries developed for the project are enclosed in Appendix C, with the following table providing the overall total project estimates.

Table 12: Cost Estimate Summary

Road Section	Option 1		Option 2	
	Low	High	Low	High
Waterloo Corner Road	\$16 Million	\$19 Million	\$38 Million	\$44 Million
Kings Road	\$12 Million	\$14 Million	\$44 Million	\$52 Million

Whilst the Waterloo Corner Road section is nominally 900 m shorter than Kings Road section, the anticipated costs for Waterloo Corner Road are higher for Option 1. This cost difference is due to the following:

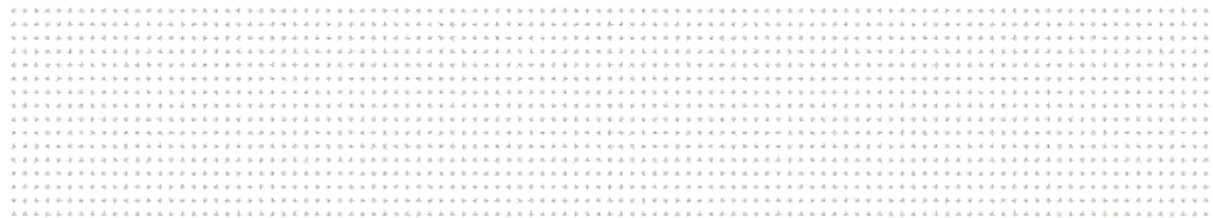
- No land acquisition is anticipated for Kings Road, whilst nominally \$7.5 to \$8.8 million has been estimated for Waterloo Corner Road.
- The amount of new FDA pavement is anticipated to be similar for both roads due to a larger portion of Kings Road being pavement overlay works
- The depth of the new FDA pavement is slightly thinner for Kings Road than Waterloo Corner Road due to the lower commercial vehicle content on Kings Road.

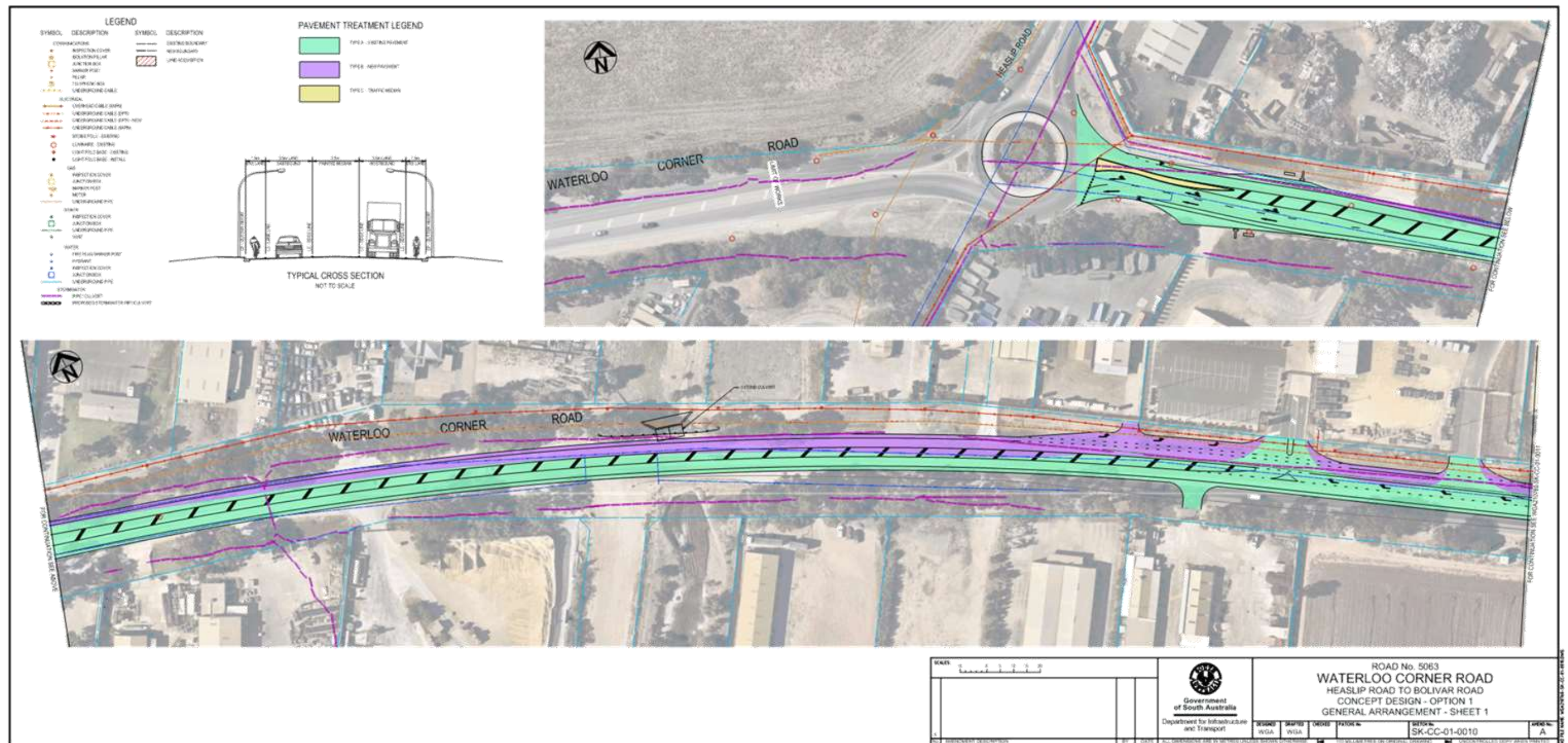
APPENDIX A

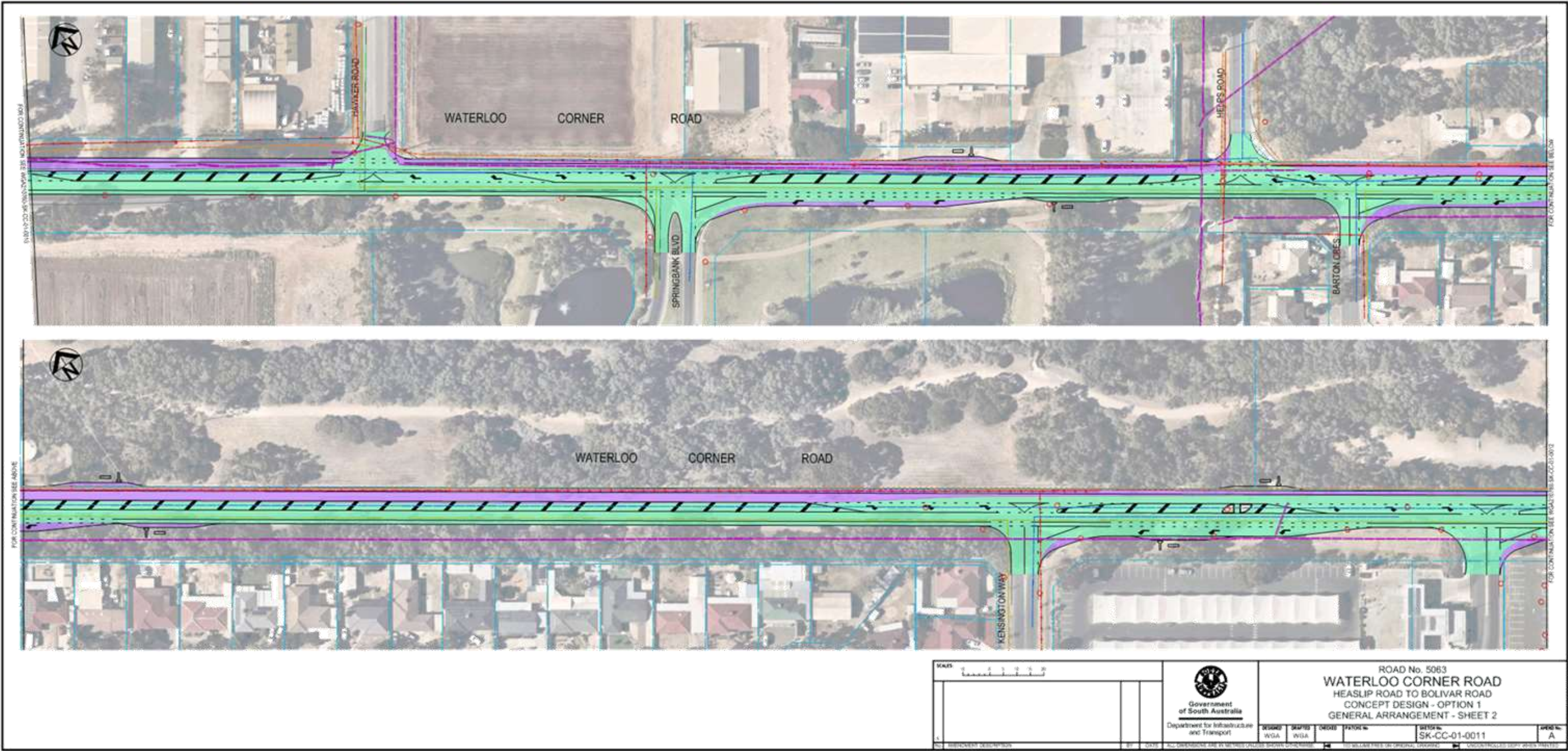
CONCEPT PLANS

WATERLOO CORNER

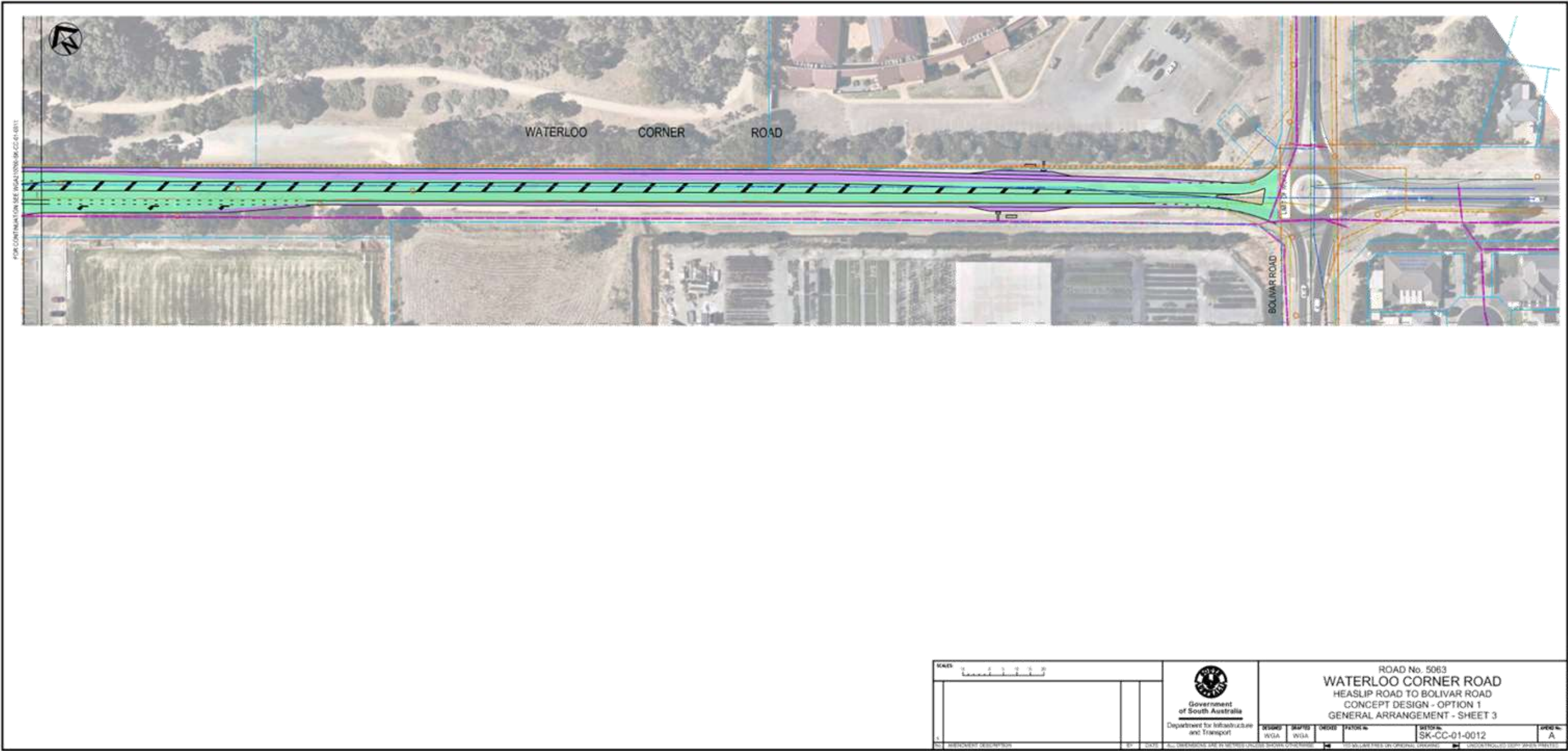
ROAD – OPTIONS 1 & 2

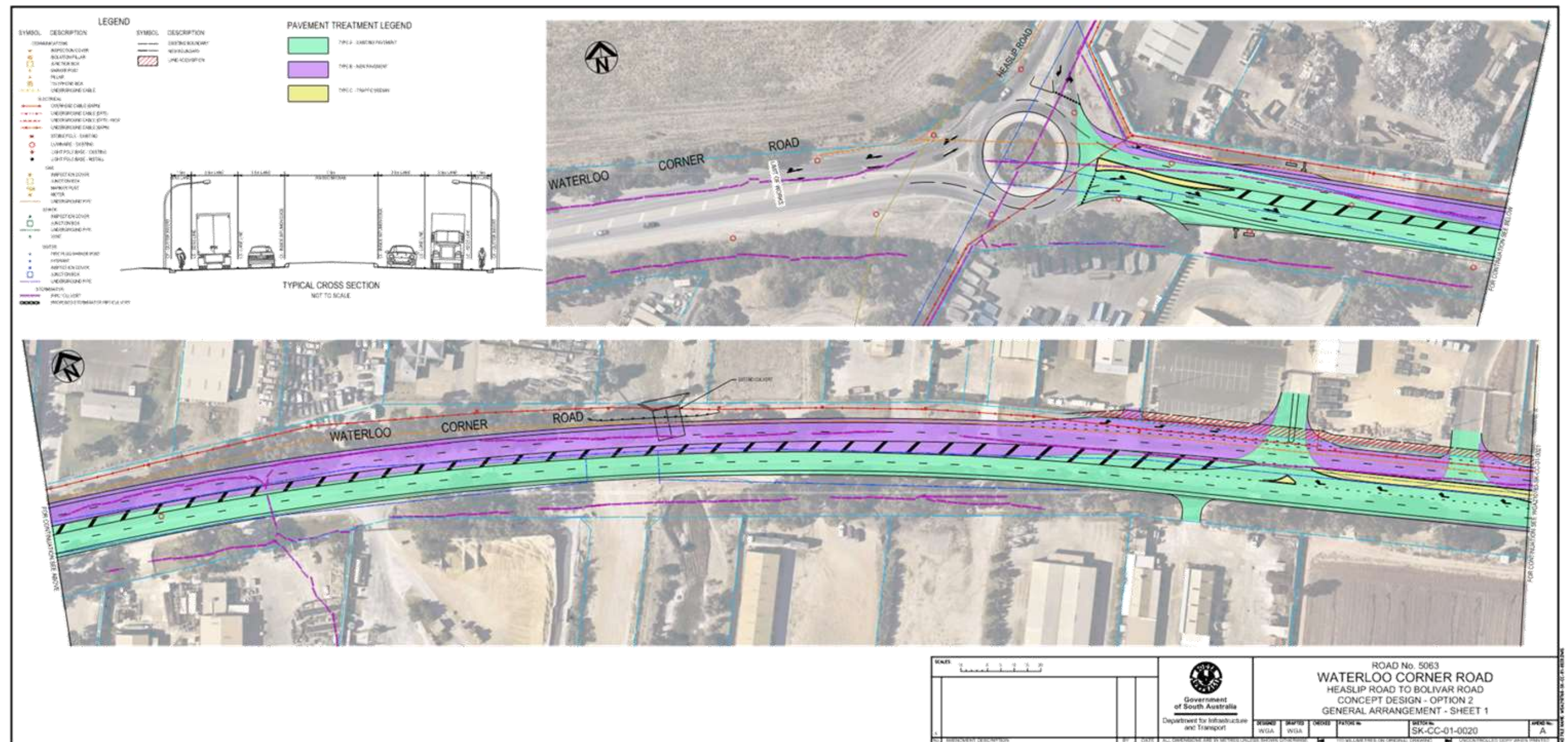


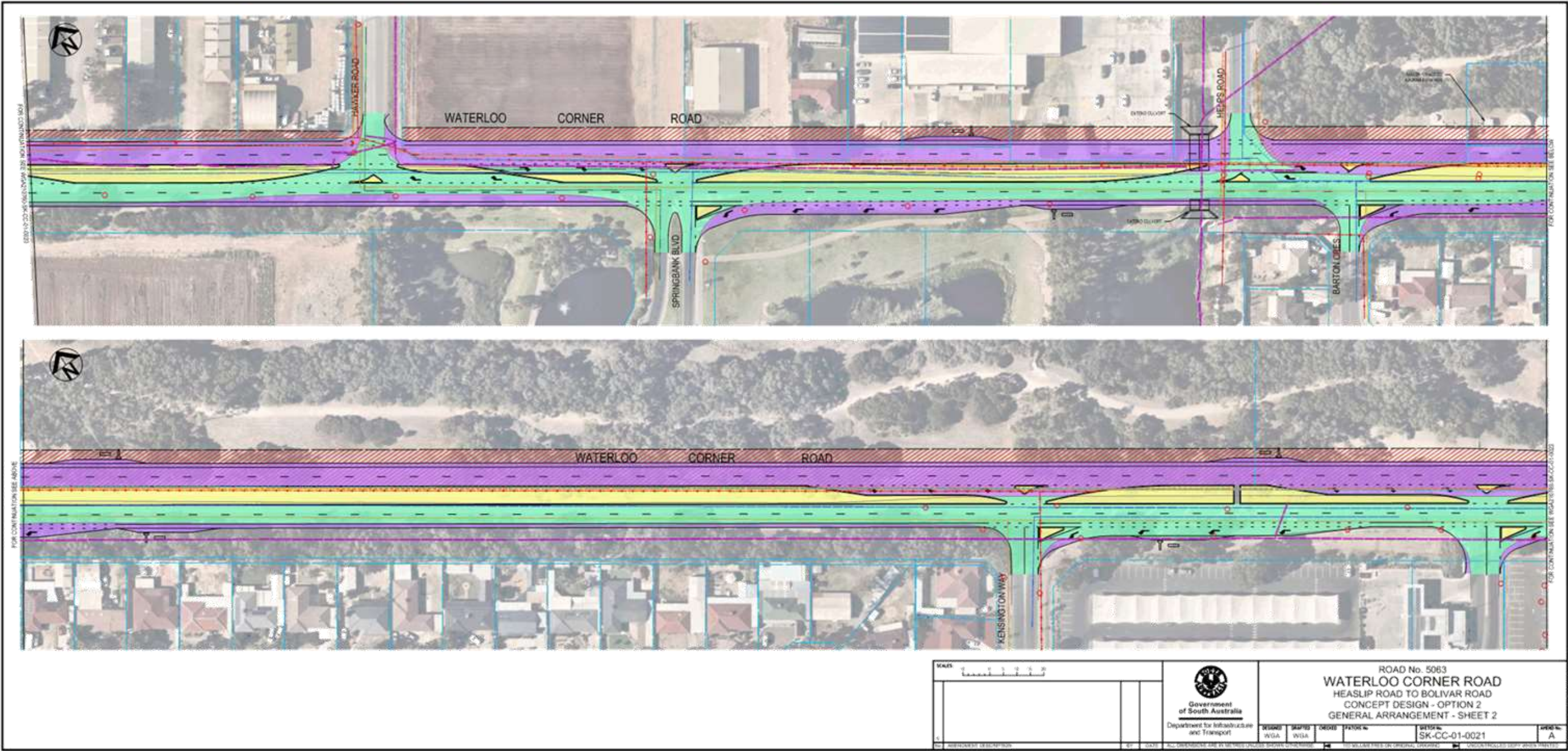


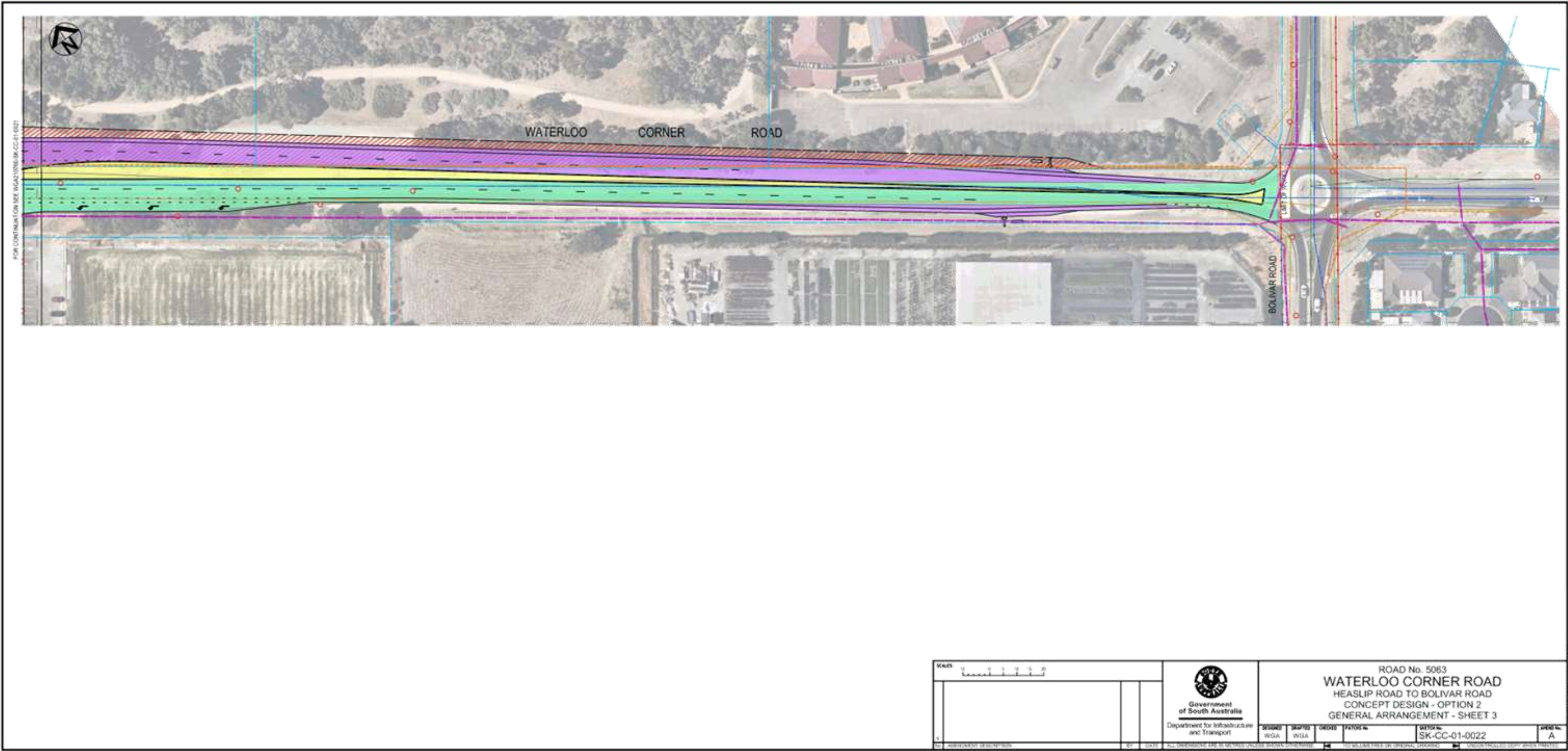


Item 4.2.2 - Attachment 1 - Concept Design Report







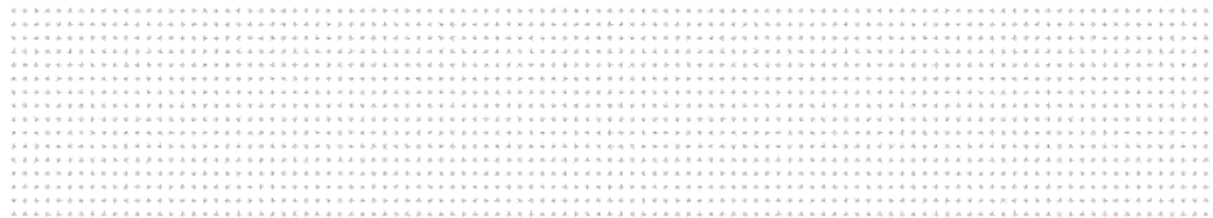


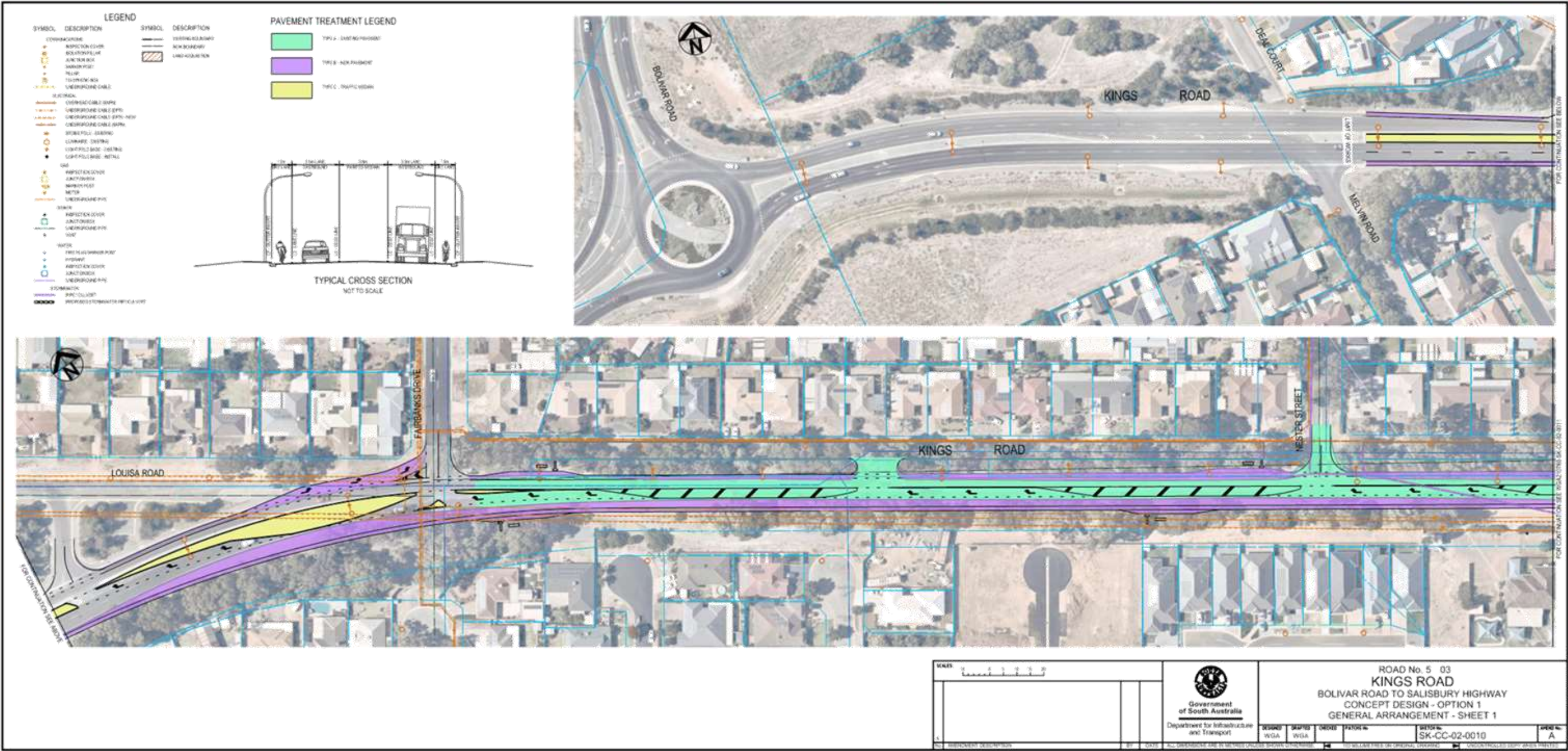
APPENDIX B

CONCEPT PLANS

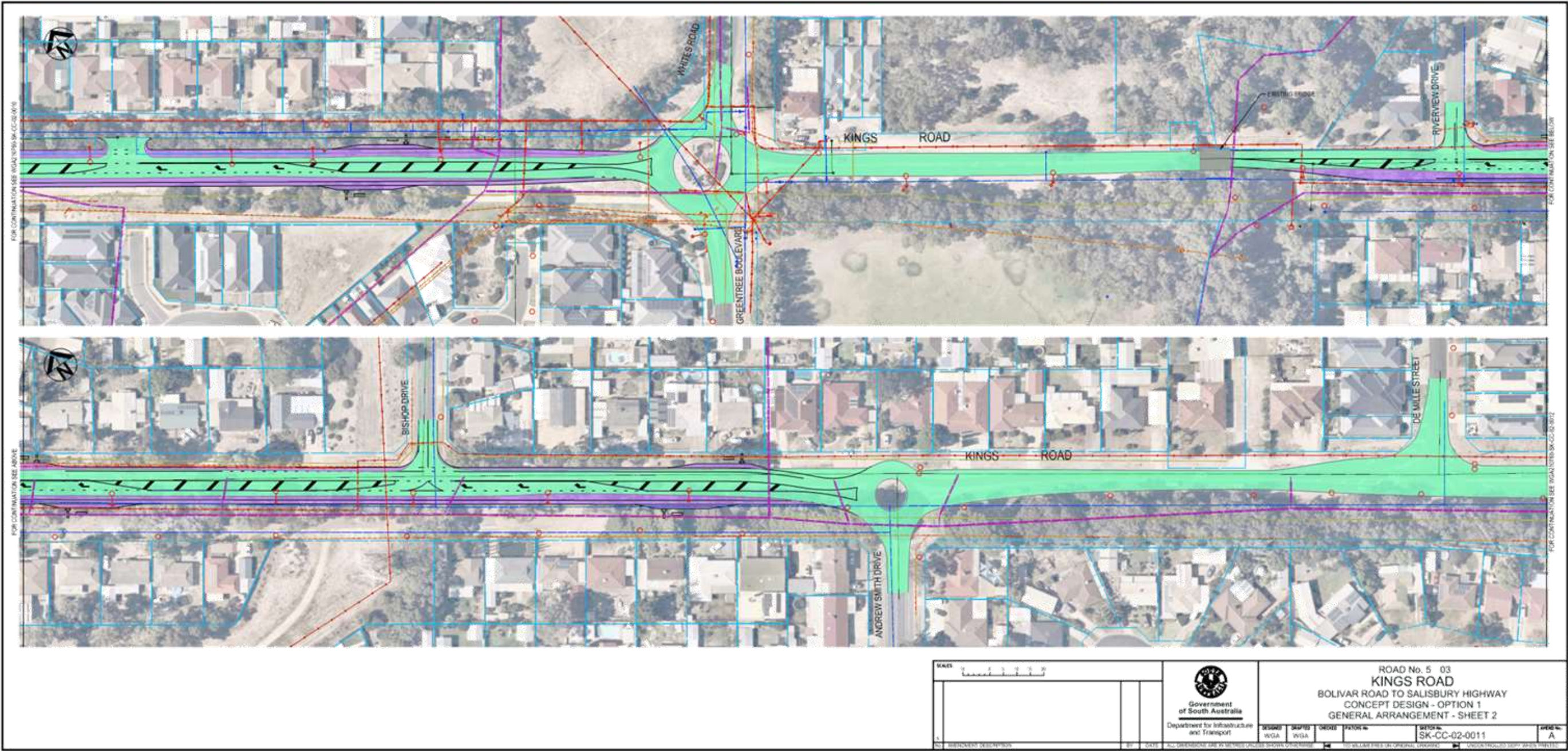
KINGS ROAD –

OPTIONS 1 & 2

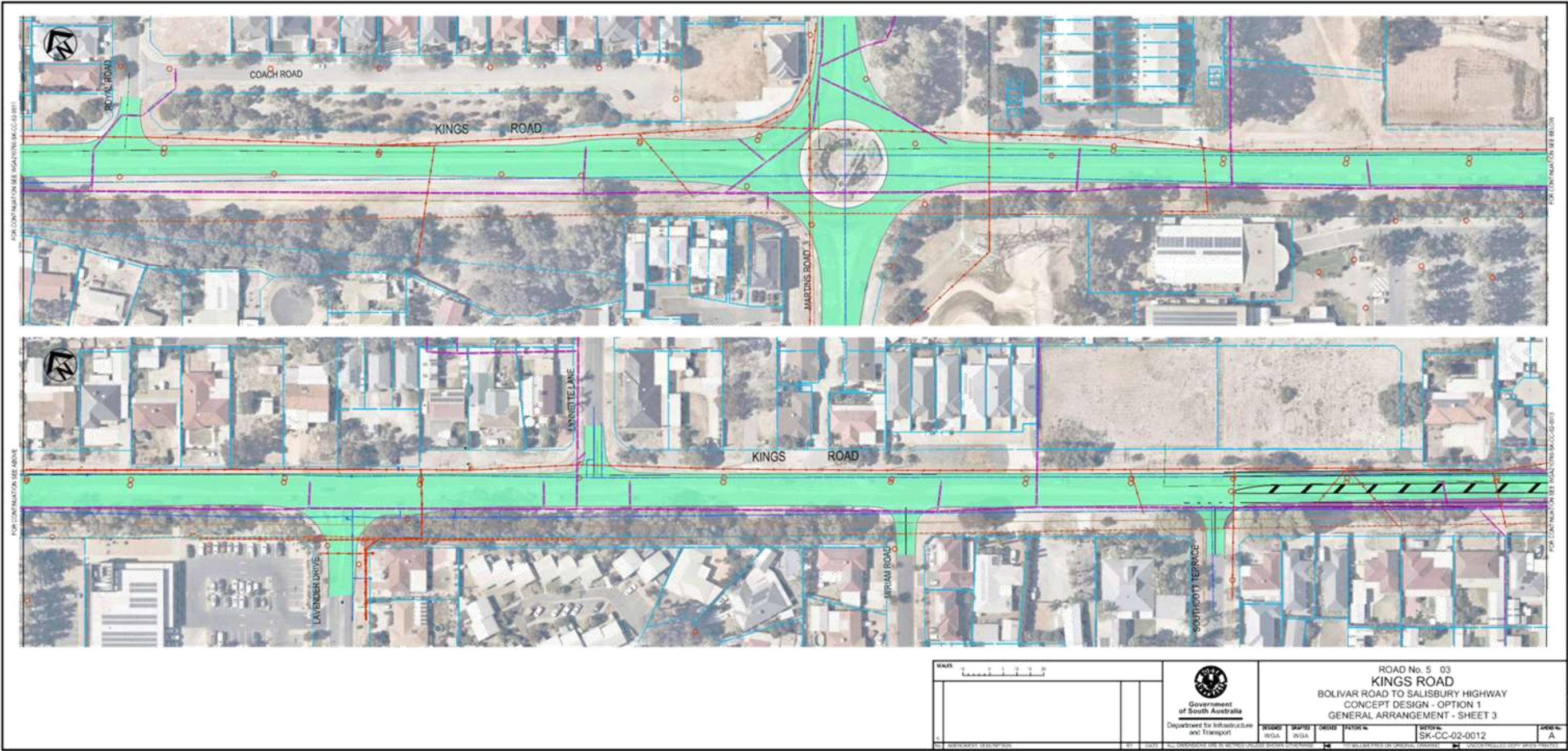




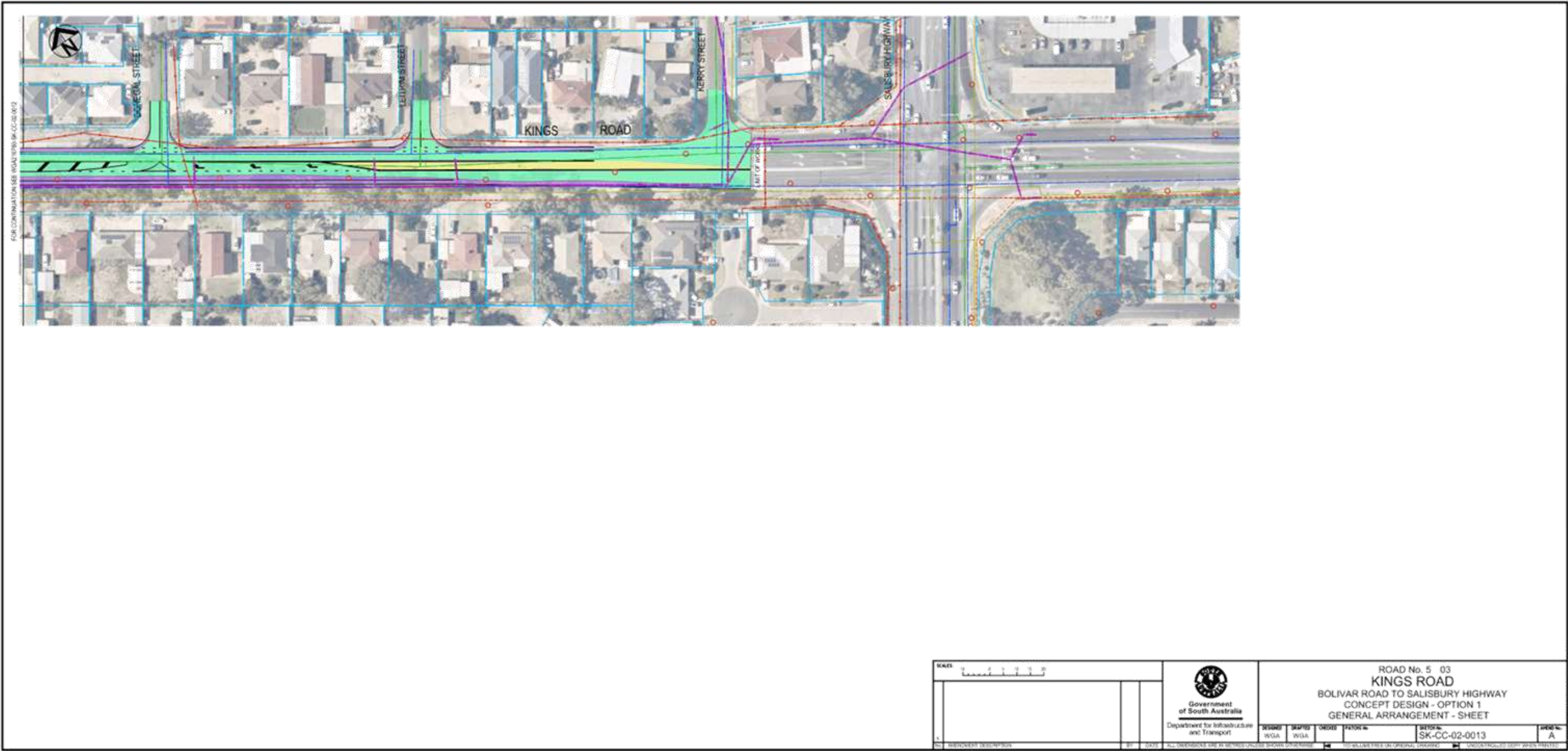
Item 4.2.2 - Attachment 1 - Concept Design Report

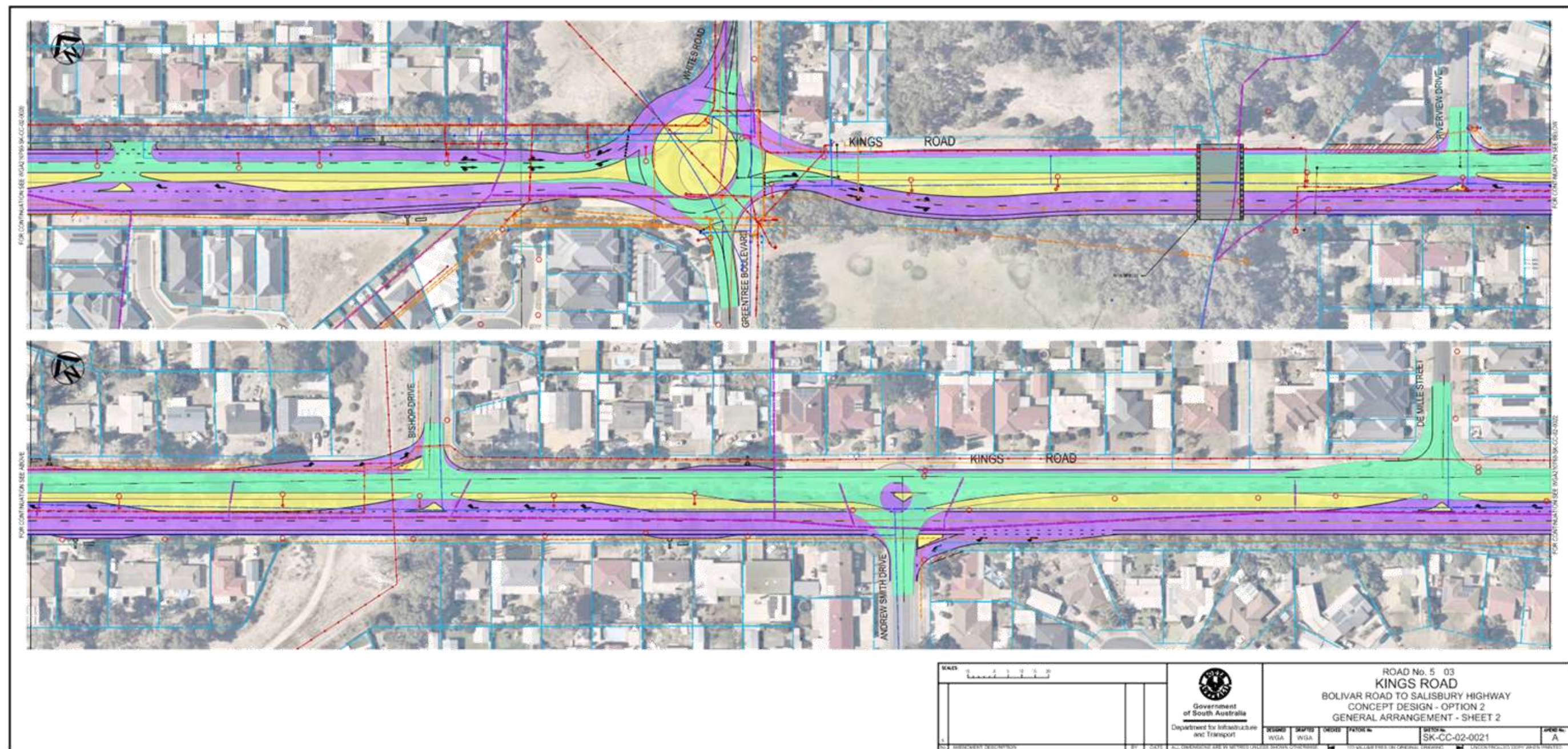


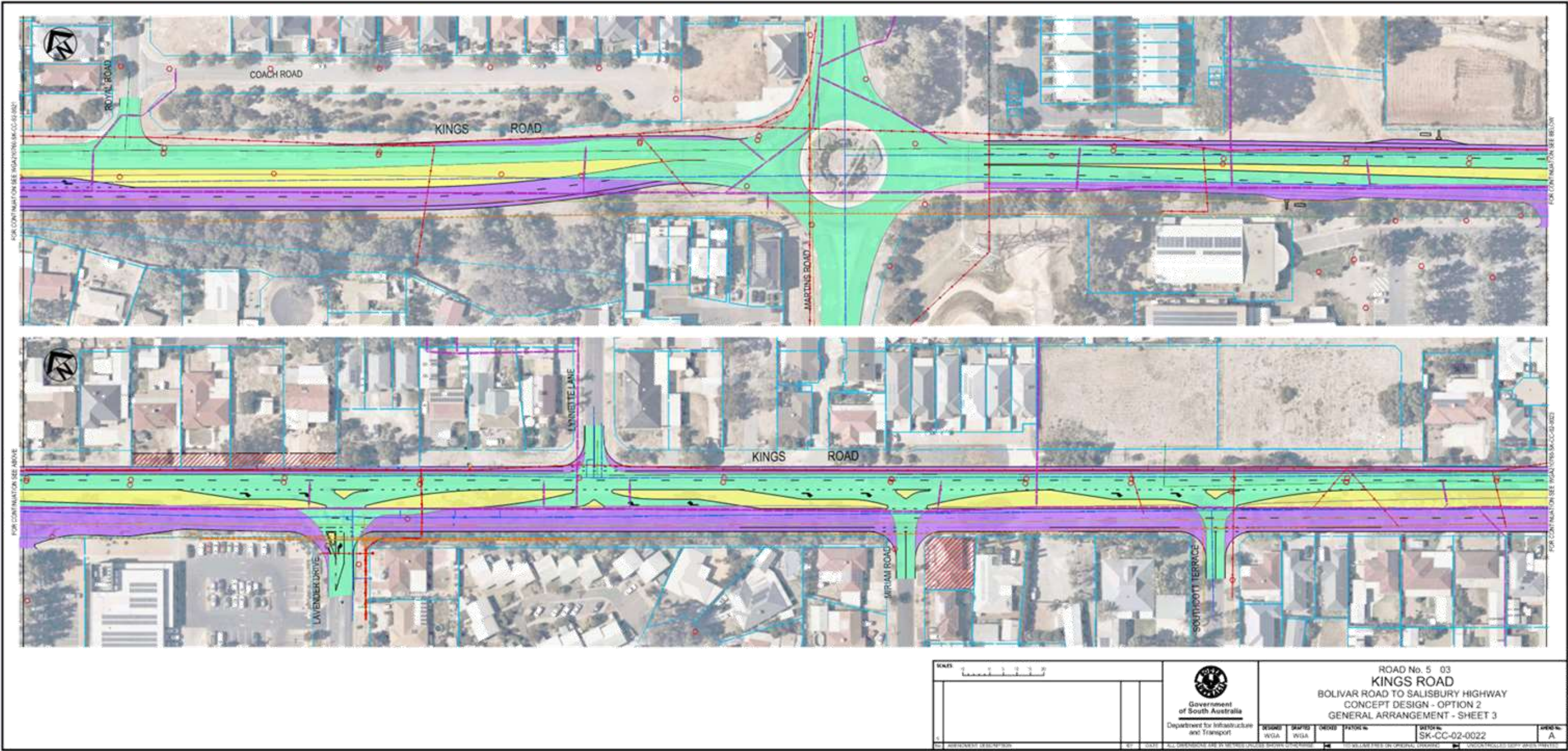
Item 4.2.2 - Attachment 1 - Concept Design Report



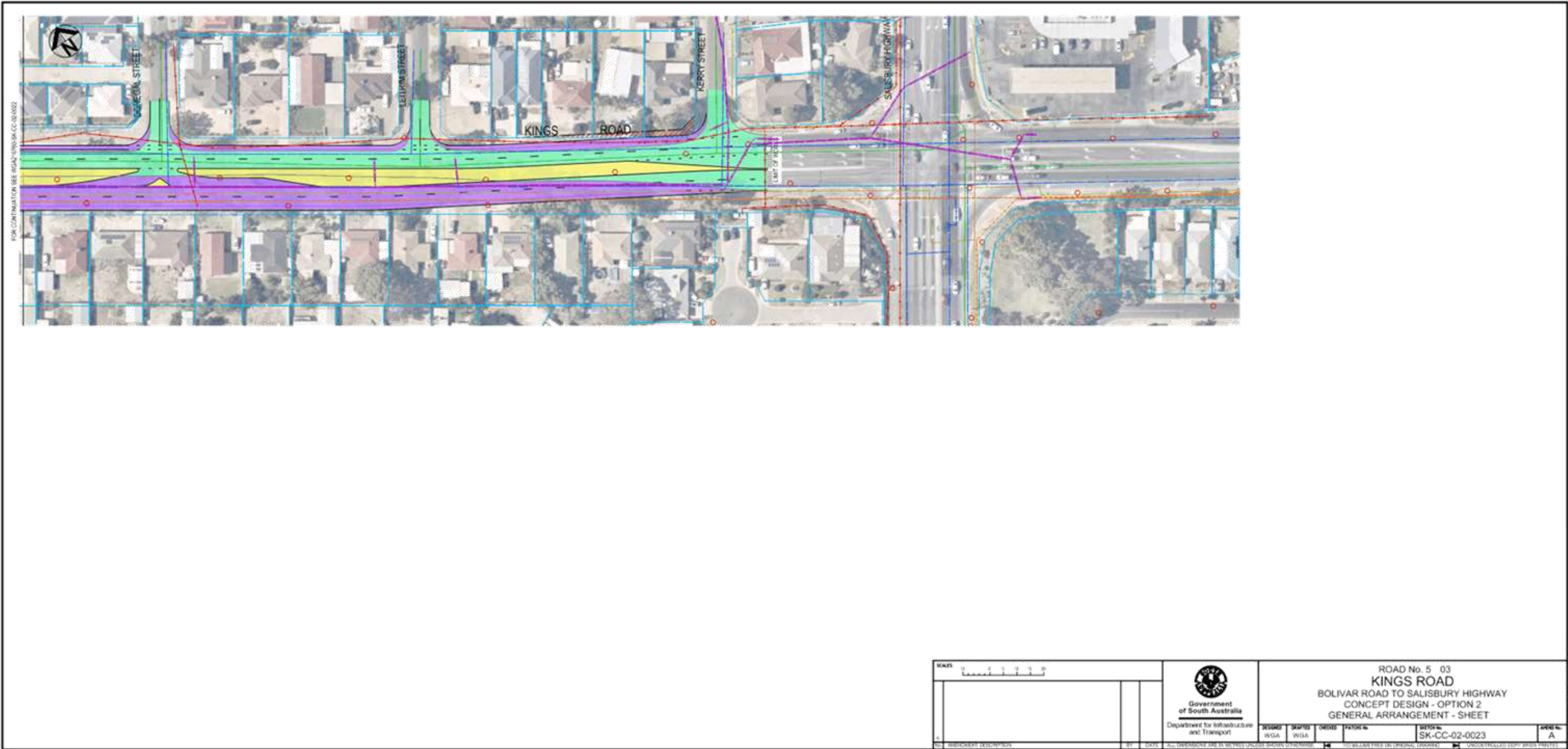
Item 4.2.2 - Attachment 1 - Concept Design Report







Item 4.2.2 - Attachment 1 - Concept Design Report



APPENDIX C

COST SUMMARY

Item 4.2.2 - Attachment 1 - Concept Design Report

Waterloo Corner Road and Kings Road Summary

**COST ESTIMATE**

Job Number: WGA210760
 Project Name: Waterloo Corner Road and Kings Road Summary
 Revision: A
 Engineer: Heath Blacker
 Date: 11/07/2021

ITEM	DESCRIPTION	WATERLOO CNR ROAD OPTION 1		WATERLOO CNR ROAD OPTION 2		KINGS ROAD OPTION 1		KINGS ROAD OPTION 2	
		Low	High	Low	High	Low	High	Low	High
1	PRELIMINARIES	\$2,500,000	\$2,900,000	\$5,600,000	\$6,500,000	\$2,700,000	\$3,200,000	\$9,100,000	\$10,600,000
2	LAND ACQUISITION	\$4,900,000	\$5,300,000	\$13,300,000	\$15,500,000	\$0	\$0	\$4,300,000	\$5,000,000
3	SERVICES	\$1,100,000	\$1,300,000	\$3,100,000	\$3,600,000	\$400,000	\$500,000	\$5,900,000	\$6,900,000
4	EARTHWORKS	\$500,000	\$600,000	\$1,400,000	\$1,600,000	\$600,000	\$700,000	\$1,600,000	\$1,900,000
5	ROADWORKS	\$4,800,000	\$5,600,000	\$10,000,000	\$11,700,000	\$5,600,000	\$6,500,000	\$13,300,000	\$15,500,000
6	STORMWATER	\$900,000	\$1,100,000	\$1,900,000	\$2,200,000	\$1,100,000	\$1,300,000	\$6,900,000	\$8,100,000
7	TRAFFIC MANAGEMENT	\$300,000	\$400,000	\$400,000	\$500,000	\$400,000	\$500,000	\$500,000	\$600,000
8	ELECTRICAL	\$700,000	\$800,000	\$1,300,000	\$1,500,000	\$500,000	\$600,000	\$1,800,000	\$2,100,000
9	LANDSCAPING	\$300,000	\$400,000	\$400,000	\$500,000	\$500,000	\$600,000	\$500,000	\$600,000
TOTALS (Rounded Up)		\$16,000,000	\$19,000,000	\$38,000,000	\$44,000,000	\$12,000,000	\$14,000,000	\$ 44,000,000.00	\$ 52,000,000.00



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Waterloo Corner Road and Kings Road Summary



COST ESTIMATE

Job Number: WGA210760
 Project Name: Waterloo Corner Road and Kings Road Summary
 Revision: A
 Engineer: Heath Blacker
 Date: 11/07/2021

ITEM	DESCRIPTION	WATERLOO CNR ROAD OPTION 1		WATERLOO CNR ROAD OPTION 2		KINGS ROAD OPTION 1		KINGS ROAD OPTION 2	
		Low	High	Low	High	Low	High	Low	High
1	PRELIMINARIES	\$2,500,000	\$2,900,000	\$5,600,000	\$6,500,000	\$2,700,000	\$3,200,000	\$9,100,000	\$10,600,000
2	LAND ACQUISITION	\$4,500,000	\$5,300,000	\$13,300,000	\$15,500,000	\$0	\$0	\$4,300,000	\$5,000,000
3	SERVICES	\$1,100,000	\$1,300,000	\$3,100,000	\$3,600,000	\$400,000	\$500,000	\$5,900,000	\$6,900,000
4	EARTHWORKS	\$500,000	\$600,000	\$1,400,000	\$1,600,000	\$600,000	\$700,000	\$1,600,000	\$1,900,000
5	ROADWORKS	\$4,800,000	\$5,600,000	\$10,000,000	\$11,700,000	\$5,600,000	\$6,500,000	\$13,300,000	\$15,500,000
6	STORMWATER	\$900,000	\$1,100,000	\$1,900,000	\$2,200,000	\$1,100,000	\$1,300,000	\$6,900,000	\$8,100,000
7	TRAFFIC MANAGEMENT	\$300,000	\$400,000	\$400,000	\$500,000	\$400,000	\$500,000	\$500,000	\$600,000
8	ELECTRICAL	\$700,000	\$800,000	\$1,300,000	\$1,500,000	\$500,000	\$600,000	\$1,800,000	\$2,100,000
9	LANDSCAPING	\$300,000	\$400,000	\$400,000	\$500,000	\$500,000	\$600,000	\$500,000	\$600,000
TOTALS (Rounded Up)		\$16,000,000	\$19,000,000	\$38,000,000	\$44,000,000	\$12,000,000	\$14,000,000	\$44,000,000	\$52,000,000

Waterloo Corner Road Option 1

**COST ESTIMATE**

Job Number: WGA210700
 Project Name: Waterloo Corner Road Option 1
 Revision: A
 Engineer: Heath Blacker
 Date: 11/07/2021

ITEM	DESCRIPTION	UNIT	RATE (\$)	QUANTITY	AMOUNT (\$)
1	PRELIMINARIES				
1.1	Engineering Survey, Service Locating, Service Depthing and Design				
1.2	Environmental Management				
1.3	Establishment				
1.4	Service Locations				
1.5	Insurance				
1.6	Site Supervisor				
1.7	Site Engineer				
1.8	Quality Control/Site Admin/Safety				
1.9	Survey				
1.10	Site compound				
1.11	Security fencing (wet up cost only)				
1.12	Overheads / Margins				
1.13	CITD levy				
1.14	Sediment control				
					\$ 2,117,310.00
2	LAND ACQUISITION				
2.1	Property Purchase Costs	m ²	\$ 750.00	5000	\$ 3,750,000.00
					\$ 3,750,000.00
3	SERVICES				
3.1	SAPN, Relocation and Undergrounding	m	\$ 1,500.00	0	\$ -
3.2	Telstra, Relocation	m	\$ 1,200.00	750	\$ 900,000.00
					\$ 900,000.00
4	EARTHWORKS				
4.1	Boxcut existing ground (540mm) for new deep lift pavement	m ³	\$ 60.00	4200	\$ 252,000.00
4.2	Demolition (kerbs, existing lighting, stormwater, etc)	item	\$ 100,000.00	1	\$ 100,000.00
4.3	Trim and Compact Subgrade / Proof Roll	m ²	\$ 6.00	7600	\$ 45,600.00
					\$ 397,600.00
5	ROADWORKS				
	Type A				
5.1	Supply and Place 150mm Type A Fill for new pavements	m ²	\$ 23.00	7600	\$ 174,800.00
	Working Platform				
5.2	Supply and Place 150mm PM2/20 for new pavements	m ²	\$ 25.00	7600	\$ 190,000.00
	Full Depth Asphalt				
5.3	Asphalt 240 mm Thickness	m ³	\$ 150.00	7600	\$ 1,140,000.00
	Asphalt Overlay				
5.4	Asphalt Plan Out and Reinstate - 80 mm	m ²	\$ 65.00	26000	\$ 1,690,000.00
	Median Infill				
5.5	Concrete Medians	m ²	\$ 80.00	150	\$ 12,800.00
	Footpaths				
5.6	Block Paved Footpath 1.5 m wide both sides	m ²	\$ 100.00	3600	\$ 360,000.00
	Kerbing				
5.7	Kerb and gutter / Crossovers / Median Kerbing	m	\$ 85.00	4500	\$ 382,500.00
	Traffic Control Items				
5.8	Street signs and Pavement Markings	item	\$ 50,000.00	1	\$ 50,000.00
					\$ 4,000,100.00
6	STORMWATER				
	New Pipes				
6.1	375 mm RCPs Class 2	item	\$ 650.00	400	\$ 260,000.00
	New Pits				
6.2	SEPs and JBs	item	\$ 5,000.00	50	\$ 250,000.00
	Culverts				
6.3	Extensions or New	m ²	\$ 10,000.00	20	\$ 200,000.00
					\$ 710,000.00
7	TRAFFIC MANAGEMENT				
7.1	Traffic Management / VMSs	item	\$ 250,000.00	1	\$ 250,000.00
					\$ 250,000.00
8	ELECTRICAL				
8.1	New Road Lighting	item	44	\$ 12,500.00	\$ 550,000.00
					\$ 550,000.00
9	LANDSCAPING				
9.1	Landscaping and Urban Design	item	1	\$ 250,000.00	\$ 250,000.00
					\$ 250,000.00
CONSTRUCTION SUB-TOTAL					\$ 12,926,000.00
Contingency (20%)					\$ 1,511,200.00
Contingency (40%)					\$ 18,096,400.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 20 PERCENT CONTINGENCY					\$ 16,000,000.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 40 PERCENT CONTINGENCY					\$ 19,000,000.00

Waterloo Corner Road Option 1

**COST ESTIMATE**

Job Number: **WGA210700**
 Project Name: **Waterloo Corner Road Option 1**
 Revision: **A**
 Engineer: **Heath Blackler**
 Date: **11/07/2021**

ITEM	DESCRIPTION	UNIT	RATE (\$)	QUANTITY	AMOUNT (\$)
1	PRELIMINARIES				
1.1	Engineering Survey, Service Locating, Service Depthing and Design				
1.2	Environmental Management				
1.3	Establishment				
1.4	Service Locations				
1.5	Insurance				
1.6	Site Supervisor				
1.7	Site Engineer				
1.8	Quality Control/Site Admin/Safety				
1.9	Survey				
1.10	Site compound				
1.11	Security fencing (wet up cost only)				
1.12	Overheads / Margins				
1.13	CITD levy				
1.14	Sediment control				
					\$ 4,637,890.00
2	LAND ACQUISITION				
2.1	Property Purchase Costs	m ²	\$ 750.00	14800	\$ 11,100,000.00
					\$ 11,100,000.00
3	SERVICES				
3.1	SAFN, Relocation and Undergrounding	m	\$ 1,500.00	350	\$ 525,000.00
3.2	Telstra, Relocation	m	\$ 1,200.00	1700	\$ 2,040,000.00
					\$ 2,565,000.00
4	EARTHWORKS				
4.1	Boxout existing ground (540mm) for new deep lift pavement	m ²	\$ 90.00	14200	\$ 852,000.00
4.2	Demolition (kerbs, existing lighting, stormwater, etc)	Item	\$ 150,000.00	1	\$ 150,000.00
4.3	Trim and Compact Subgrade / Prior Roll	m ²	\$ 6.00	26250	\$ 157,500.00
					\$ 1,159,500.00
5	ROADWORKS				
	Type A				
5.1	Supply and Place 150mm Type A Fill for new pavements	m ²	\$ 23.00	26250	\$ 603,750.00
	Working Platform				
5.2	Supply and Place 150mm PM2/20 for new pavements	m ²	\$ 25.00	26250	\$ 656,250.00
	Full Depth Asphalt				
5.3	Asphalt 240 mm Thickness	m ²	\$ 150.00	26250	\$ 3,937,500.00
	Asphalt Overlay				
5.4	Asphalt Plan Out and Reinstale - 80 mm	m ²	\$ 65.00	23000	\$ 1,495,000.00
	Median Infill				
5.5	Concrete Medians	m ²	\$ 80.00	7250	\$ 580,000.00
	Footpaths				
5.6	Block Paved Footpath 1.5 m wide both sides	m ²	\$ 100.00	3600	\$ 360,000.00
	Kerbing				
5.7	Kerb and gutter / Crossovers / Median Kerbing	m	\$ 85.00	8000	\$ 680,000.00
	Traffic Control Items				
5.8	Street Signs and Pavement Markings	Item	\$ 50,000.00	1	\$ 50,000.00
					\$ 8,362,500.00
6	STORMWATER				
	New Pipes				
6.1	375 mm RCPs Class 2	Item	\$ 650.00	1400	\$ 910,000.00
	New Pits				
6.2	SEPs and JBs	Item	\$ 5,000.00	50	\$ 250,000.00
	Culverts				
6.3	Extensions or New	m ²	\$ 10,000.00	40	\$ 400,000.00
					\$ 1,560,000.00
7	TRAFFIC MANAGEMENT				
7.1	Traffic Management / VMSs	Item	\$ 350,000.00	1	\$ 350,000.00
					\$ 350,000.00
8	ELECTRICAL				
8.1	New Road Lighting	Item	\$ 12,500.00	90	\$ 1,125,000.00
					\$ 1,125,000.00
9	LANDSCAPING				
9.1	Landscaping and Urban Design	Item	\$ 350,000.00	1	\$ 350,000.00
					\$ 350,000.00
CONSTRUCTION SUB-TOTAL					\$ 31,198,000.00
Contingency (20%)					\$ 6,239,600.00
Contingency (40%)					\$ 12,479,200.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 20 PERCENT CONTINGENCY					\$ 38,000,000.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 40 PERCENT CONTINGENCY					\$ 44,000,000.00

Kings Road Option 1

**COST ESTIMATE**

Job Number: **WGA210700**
 Project Name: **Kings Road Option 1**
 Revision: **A**
 Engineer: **Heath Blacker**
 Date: **11/07/2021**

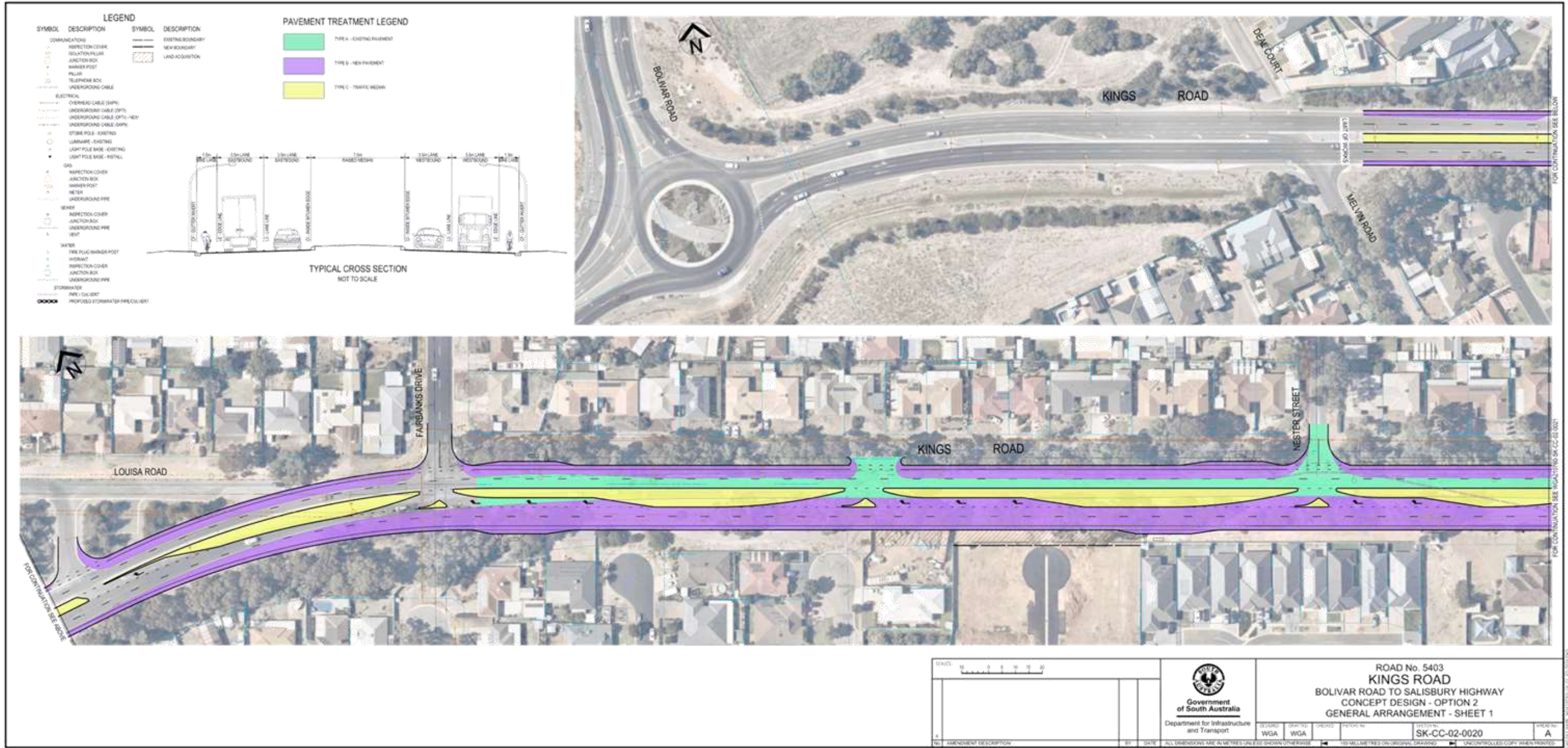
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1	PRELIMINARIES				
1.1	Engineering Survey, Service Locating, Service Depthing and Design				
1.2	Environmental Management				
1.3	Establishment				
1.4	Service Locations				
1.5	Insurance				
1.6	Site Supervisor				
1.7	Site Engineer				
1.8	Quality Control/Site Admin/Safety				
1.9	Survey				
1.10	Site compound				
1.11	Security fencing (wet up cost only)				
1.12	Overheads / Margins				
1.13	CITD levy				
1.14	Sediment control				
					\$ 2,232,390.00
2	LAND ACQUISITION				
2.1	Property Purchase Costs	m ²	\$ 750.00	0	\$ -
					\$ -
3	SERVICES				
3.1	SAFN, Relocation and Undergrounding	m	\$ 1,500.00	210	\$ 315,000.00
3.2	Telstra, Relocation	m	\$ 1,200.00	0	\$ -
					\$ 315,000.00
4	EARTHWORKS				
4.1	Boxout existing ground (505mm) for new deep lift pavement	m ²	\$ 55.00	4000	\$ 220,000.00
4.2	Demolition (kerbs, existing lighting, stormwater, etc)	Item	\$ 200,000.00	1	\$ 200,000.00
4.3	Trim and Compact Subgrade / Proof Roll	m ²	\$ 6.00	7800	\$ 46,800.00
					\$ 466,800.00
5	ROADWORKS				
5.1	Type A Supply and Place 150mm Type A Fill for new pavements	m ²	\$ 23.00	7800	\$ 179,400.00
5.2	Working Platform Supply and Place 150mm PM2/20 for new pavements	m ²	\$ 25.00	7800	\$ 195,000.00
5.3	Full Depth Asphalt Asphalt 205 mm Thickness	m ²	\$ 130.00	7800	\$ 1,014,000.00
5.4	Asphalt Overlay Asphalt Plan Out and Reinstale - 80 mm	m ²	\$ 65.00	38000	\$ 2,470,000.00
5.5	Median Infill Concrete Medians	m ²	\$ 80.00	520	\$ 41,600.00
5.6	Footpaths Block Paved Footpath 1.5 m wide both sides	m ²	\$ 100.00	3600	\$ 360,000.00
5.7	Kerbing Kerb and gutter / Crossovers / Median Kerbing	m	\$ 85.00	3500	\$ 297,500.00
5.8	Traffic Control Items Street Signs and Pavement Markings	Item	\$ 75,000.00	1	\$ 75,000.00
					\$ 4,632,900.00
6	STORMWATER				
6.1	New Pipes 375 mm RCPs Class 2	Item	\$ 650.00	80	\$ 52,000.00
6.2	New Pits SEPs and JBs	Item	\$ 5,000.00	25	\$ 125,000.00
6.3	Culverts Extensions or New	m ²	\$ 10,000.00	75	\$ 750,000.00
					\$ 927,000.00
7	TRAFFIC MANAGEMENT				
7.1	Traffic Management / VMSs	Item	\$ 300,000.00	1	\$ 300,000.00
					\$ 300,000.00
8	ELECTRICAL				
8.1	New Road Lighting	Item	32	\$ 12,500.00	\$ 400,000.00
					\$ 400,000.00
9	LANDSCAPING				
9.1	Landscaping and Urban Design	Item	1	\$ 400,000.00	\$ 400,000.00
					\$ 400,000.00
CONSTRUCTION SUB-TOTAL					\$ 9,674,000.00
Contingency (20%)					\$ 1,934,800.00
Contingency (40%)					\$ 3,869,600.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 20 PERCENT CONTINGENCY					\$ 12,000,000.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 40 PERCENT CONTINGENCY					\$ 14,000,000.00

Kings Road Option 1

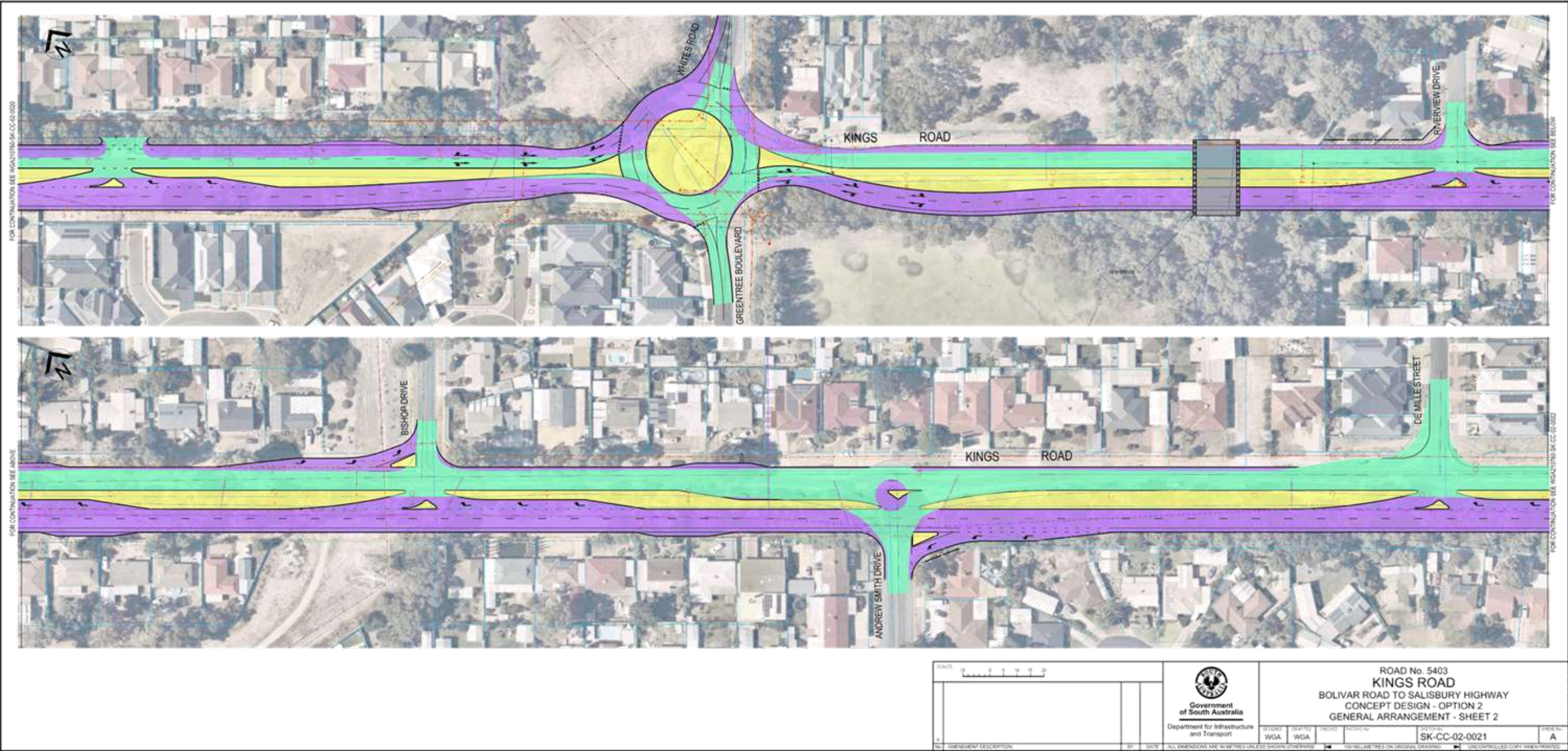
**COST ESTIMATE**

Job Number: **WGA210700**
 Project Name: **Kings Road Option 1**
 Revision: **A**
 Engineer: **Heath Blacker**
 Date: **11/07/2021**

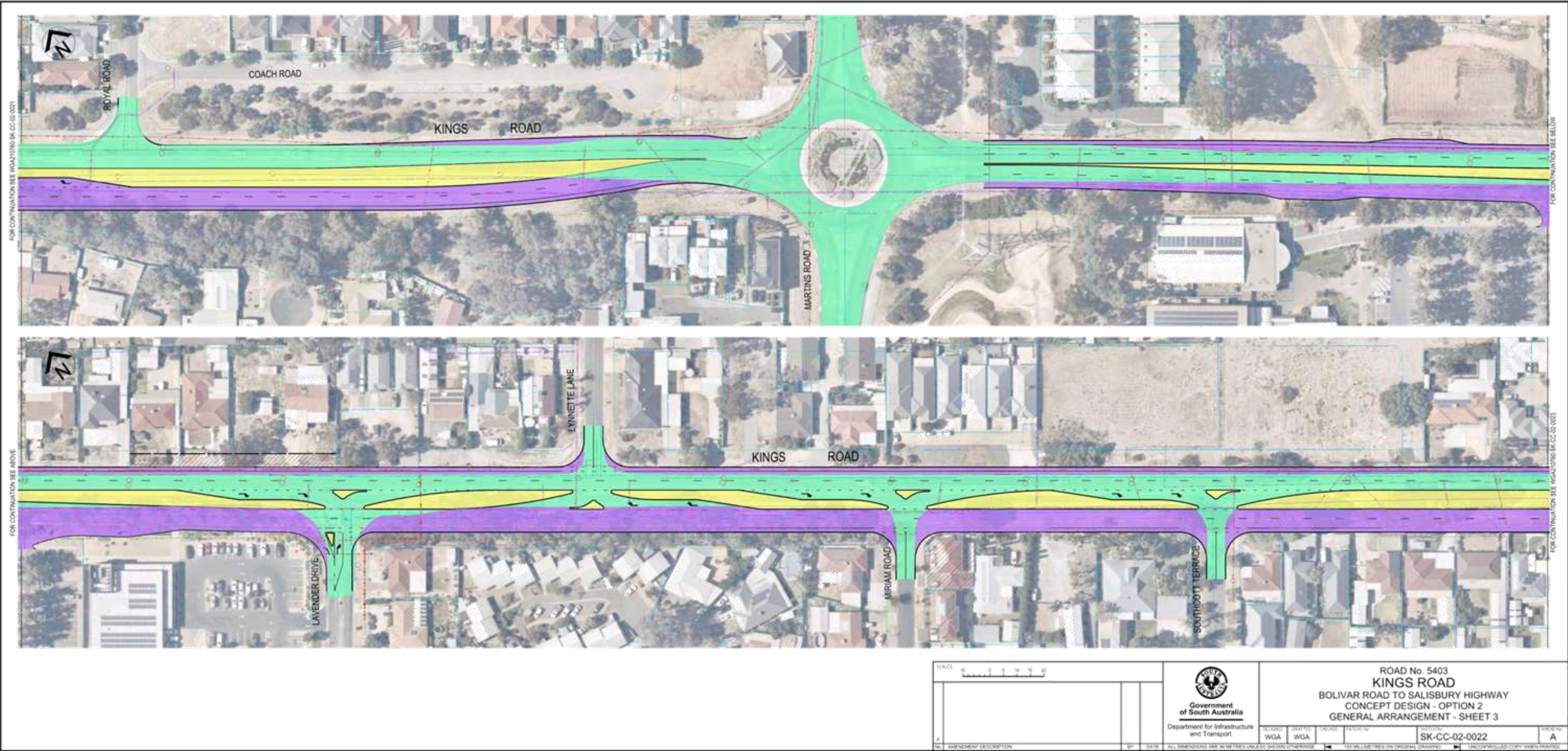
ITEM	DESCRIPTION	UNIT	RATE (\$)	QUANTITY	AMOUNT (\$)
1	PRELIMINARIES				
1.1	Engineering Survey, Service Locating, Service Depthing and Design				
1.2	Environmental Management				
1.3	Establishment				
1.4	Service Locations				
1.5	Insurance				
1.6	Site Supervisor				
1.7	Site Engineer				
1.8	Quality Control/Site Admin/Safety				
1.9	Survey				
1.10	Site compound				
1.11	Security fencing (wet up cost only)				
1.12	Overheads / Margins				
1.13	CITD levy				
1.14	Sediment control				
					\$ 7,615,000.00
2	LAND ACQUISITION				
2.1	Property Purchase Costs	m ²	\$ 750.00	4800	\$ 3,600,000.00
					\$ 3,600,000.00
3	SERVICES				
3.1	SAFN, Relocation and Undergrounding	m	\$ 1,500.00	2100	\$ 3,150,000.00
3.2	Telstra, Relocation	m	\$ 1,200.00	1500	\$ 1,800,000.00
					\$ 4,950,000.00
4	EARTHWORKS				
4.1	Boxout existing ground (505mm) for new deep lift pavement	m ²	\$ 50.00	17200	\$ 948,000.00
4.2	Demolition (kerbs, existing lighting, stormwater, etc)	Item	\$ 200,000.00	1	\$ 200,000.00
	Trim and Compact Subgrade / Prior Roll	m ²	\$ 6.00	34000	\$ 204,000.00
					\$ 1,350,000.00
5	ROADWORKS				
	Type A				
5.1	Supply and Place 150mm Type A Fill for new pavements	m ²	\$ 23.00	34000	\$ 782,000.00
	Working Platform				
5.2	Supply and Place 150mm PM2/20 for new pavements	m ²	\$ 25.00	34000	\$ 850,000.00
	Full Depth Asphalt				
5.3	Asphalt 205 mm Thickness	m ²	\$ 130.00	34000	\$ 4,420,000.00
	Asphalt Overlay				
5.4	Asphalt Plan Out and Reinstale - 80 mm	m ²	\$ 65.00	38000	\$ 2,470,000.00
	Median Infill				
5.5	Concrete Medians	m ²	\$ 80.00	12000	\$ 960,000.00
	Footpaths				
5.6	Block Paved Footpath 1.5 m wide both sides	m ²	\$ 100.00	3600	\$ 360,000.00
	Kerbing				
5.7	Kerb and gutter / Crossovers / Median Kerbing	m	\$ 85.00	13400	\$ 1,139,000.00
	Traffic Control Items				
5.8	Street Signs and Pavement Markings	Item	\$ 75,000.00	1	\$ 75,000.00
					\$ 11,056,000.00
6	STORMWATER				
	New Pipes				
6.1	375 mm RCPs Class 2	Item	\$ 650.00	600	\$ 390,000.00
	New Pits				
6.2	SEPs and JBs	Item	\$ 5,000.00	75	\$ 375,000.00
	Culverts				
6.3	Extensions or New	m ²	\$ 10,000.00	500	\$ 5,000,000.00
					\$ 5,765,000.00
7	TRAFFIC MANAGEMENT				
7.1	Traffic Management / VMSs	Item	\$ 400,000.00	1	\$ 400,000.00
					\$ 400,000.00
8	ELECTRICAL				
8.1	New Road Lighting	Item	118	\$ 12,500.00	\$ 1,475,000.00
					\$ 1,475,000.00
9	LANDSCAPING				
9.1	Landscaping and Urban Design	Item	1	\$ 400,000.00	\$ 400,000.00
					\$ 400,000.00
CONSTRUCTION SUB-TOTAL					\$ 36,615,000.00
Contingency (20%)					\$ 7,323,000.00
Contingency (40%)					\$ 14,646,000.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 20 PERCENT CONTINGENCY					\$ 44,000,000.00
TOTAL CONSTRUCTION COST (Exc. GST) ROUNDUP 40 PERCENT CONTINGENCY					\$ 52,000,000.00



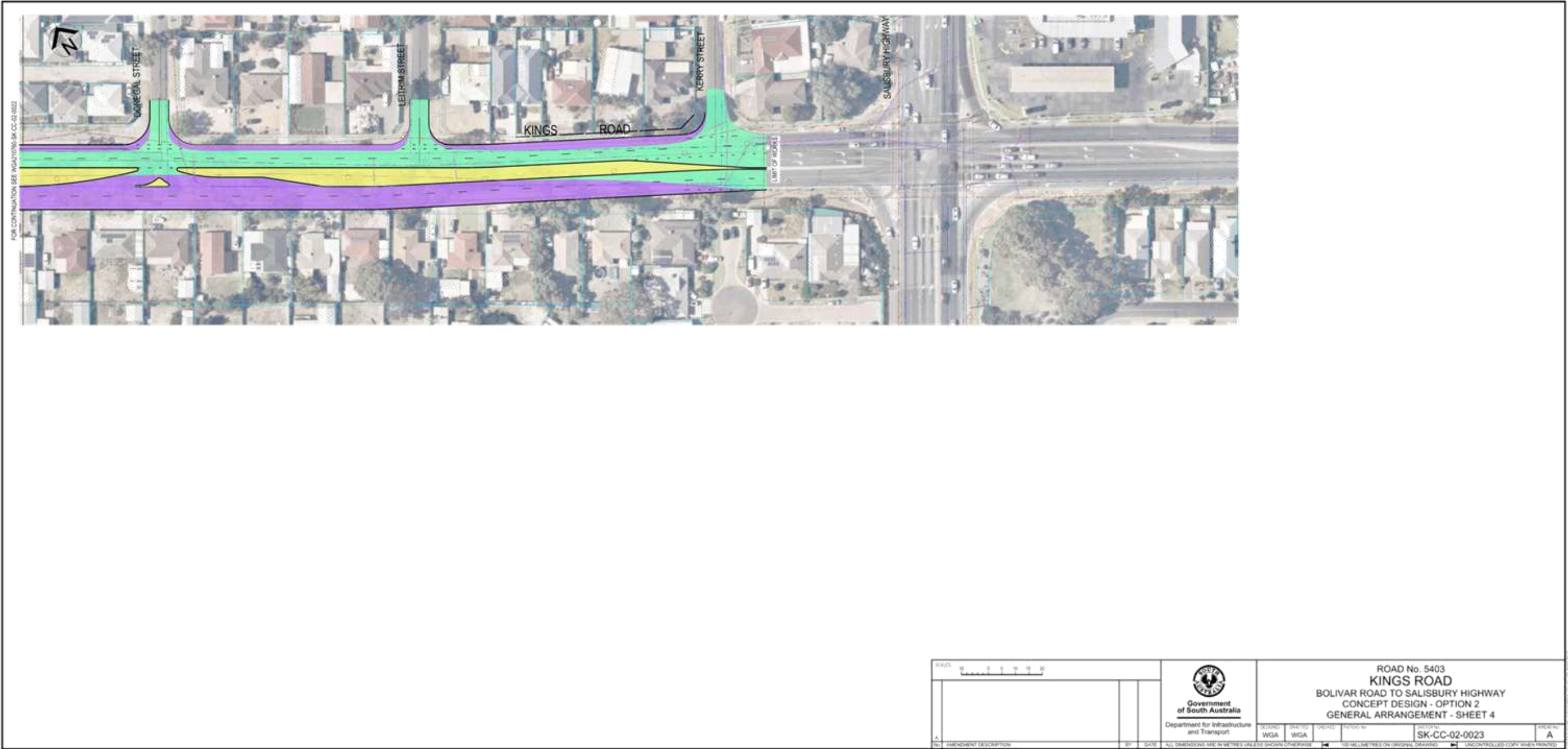
Item 4.2.2 - Attachment 3 - Kings Road - Option 1



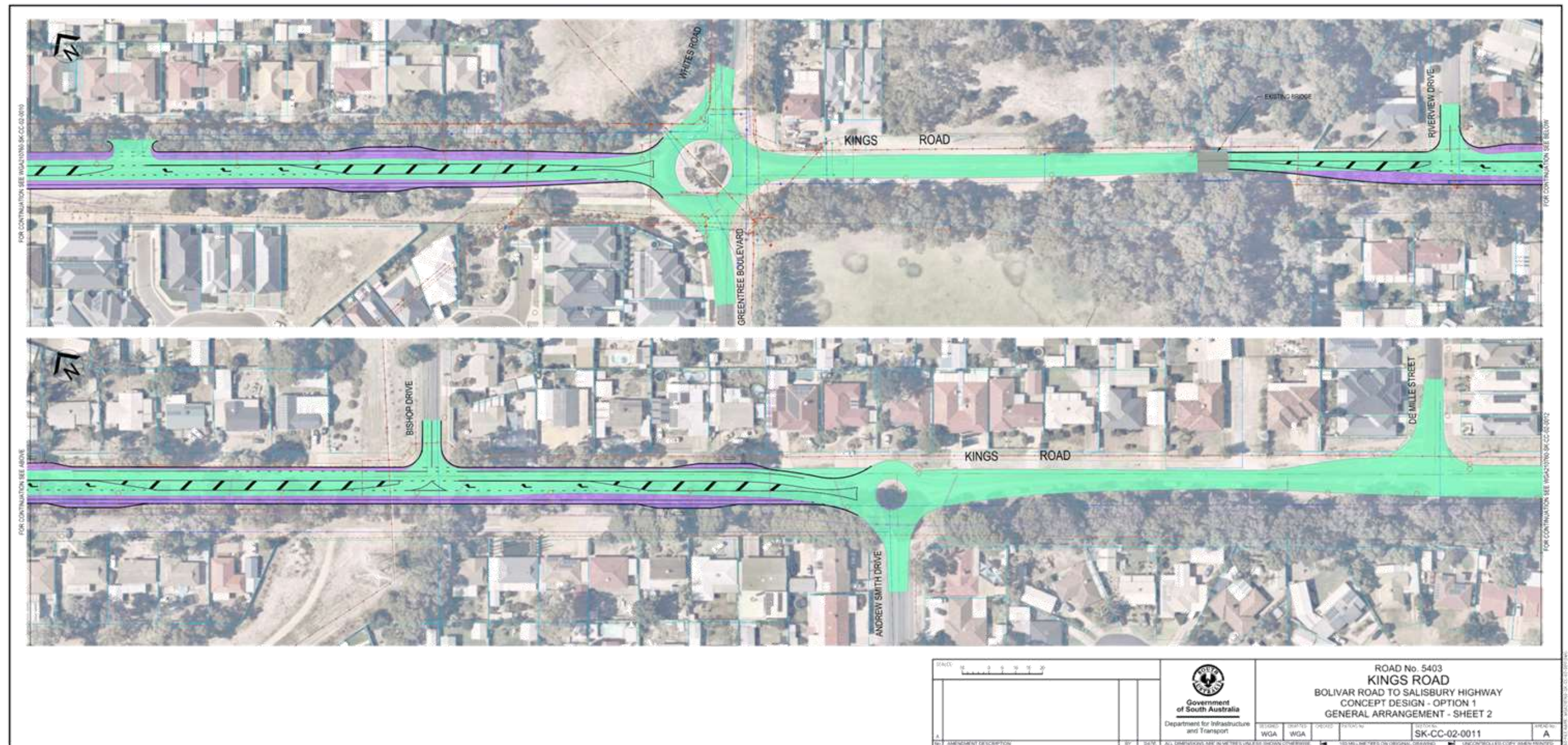
Item 4.2.2 - Attachment 3 - Kings Road - Option 1



Item 4.2.2 - Attachment 3 - Kings Road - Option 1



Item 4.2.2 - Attachment 3 - Kings Road - Option 1

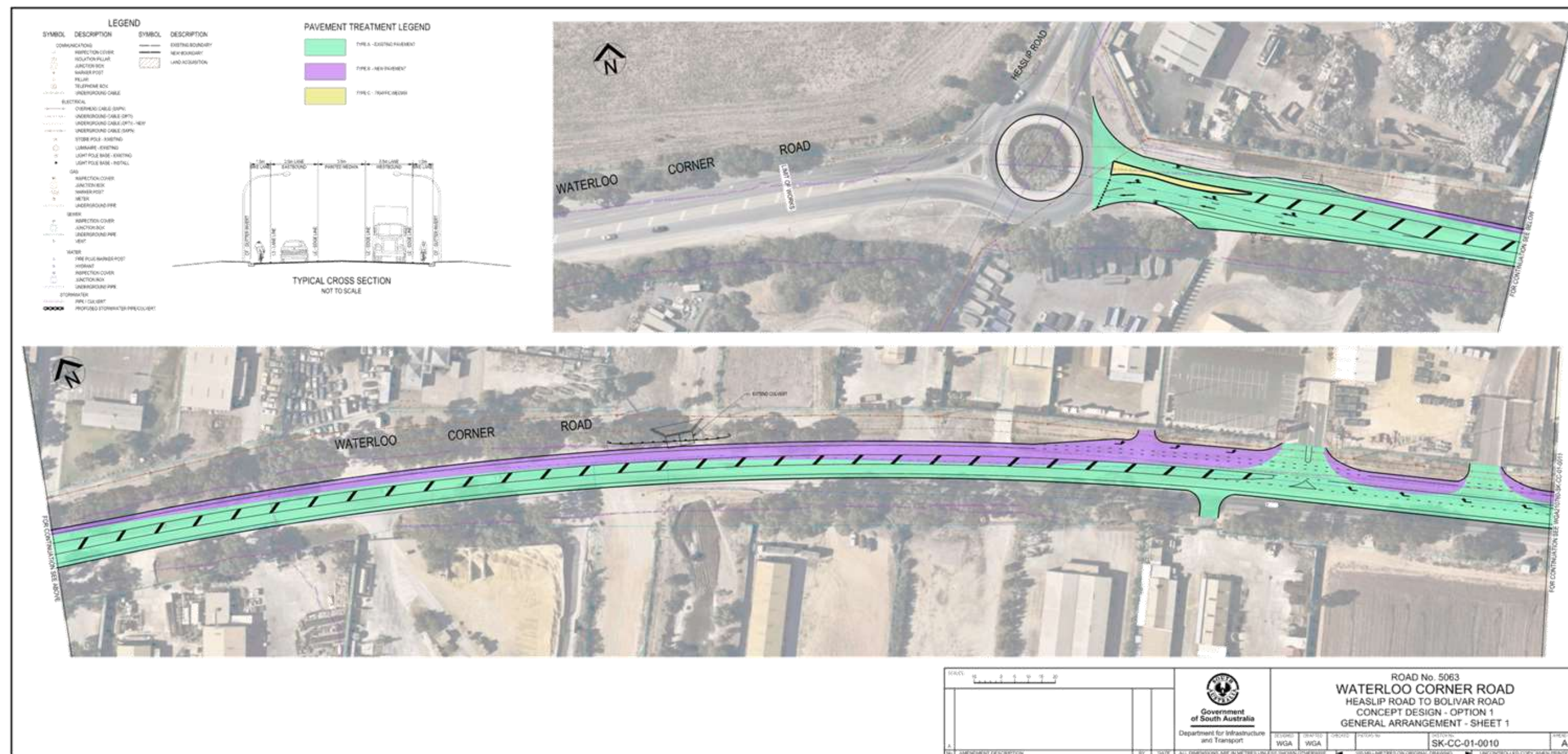




Item 4.2.2 - Attachment 4 - Kings Road - Option 2

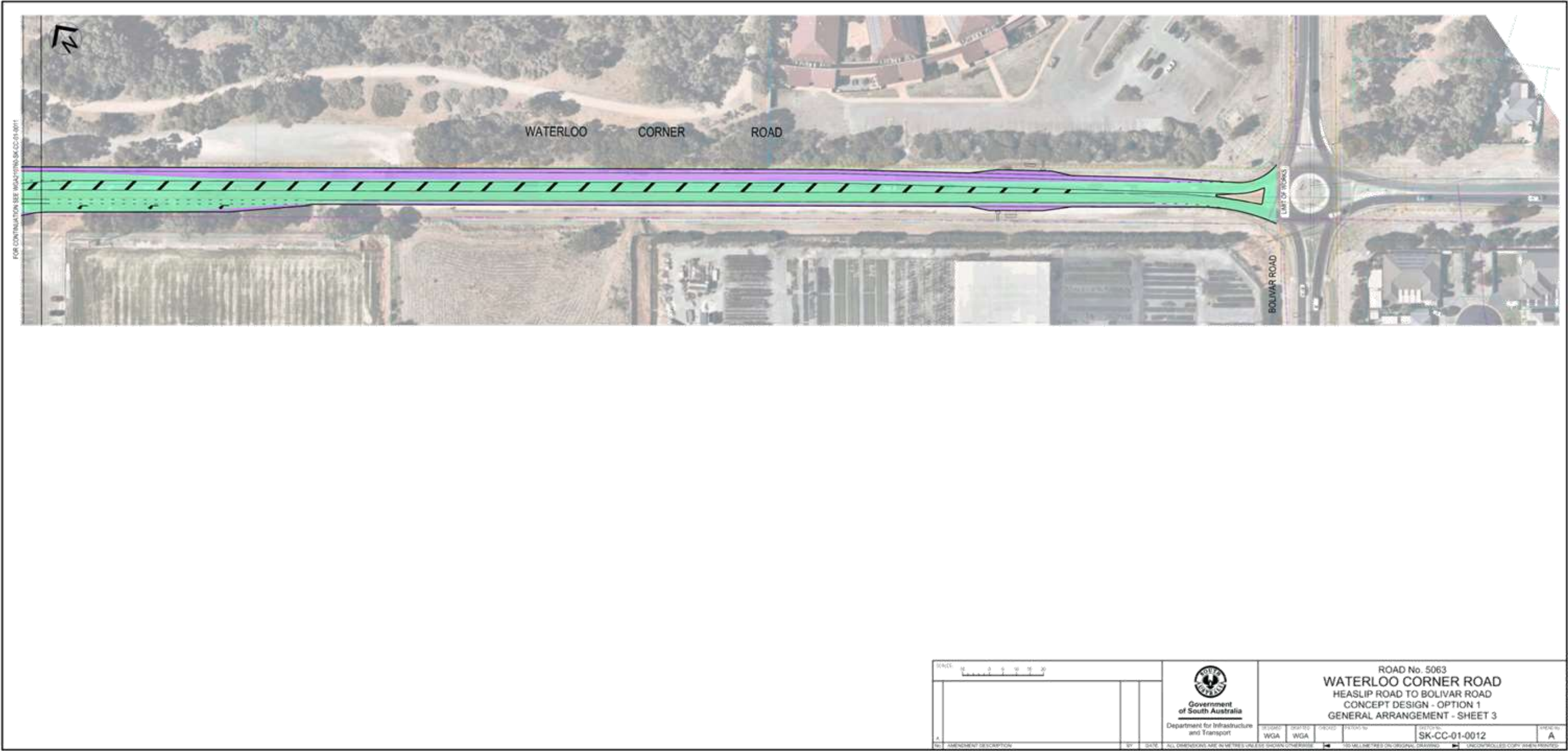


Item 4.2.2 - Attachment 4 - Kings Road - Option 2

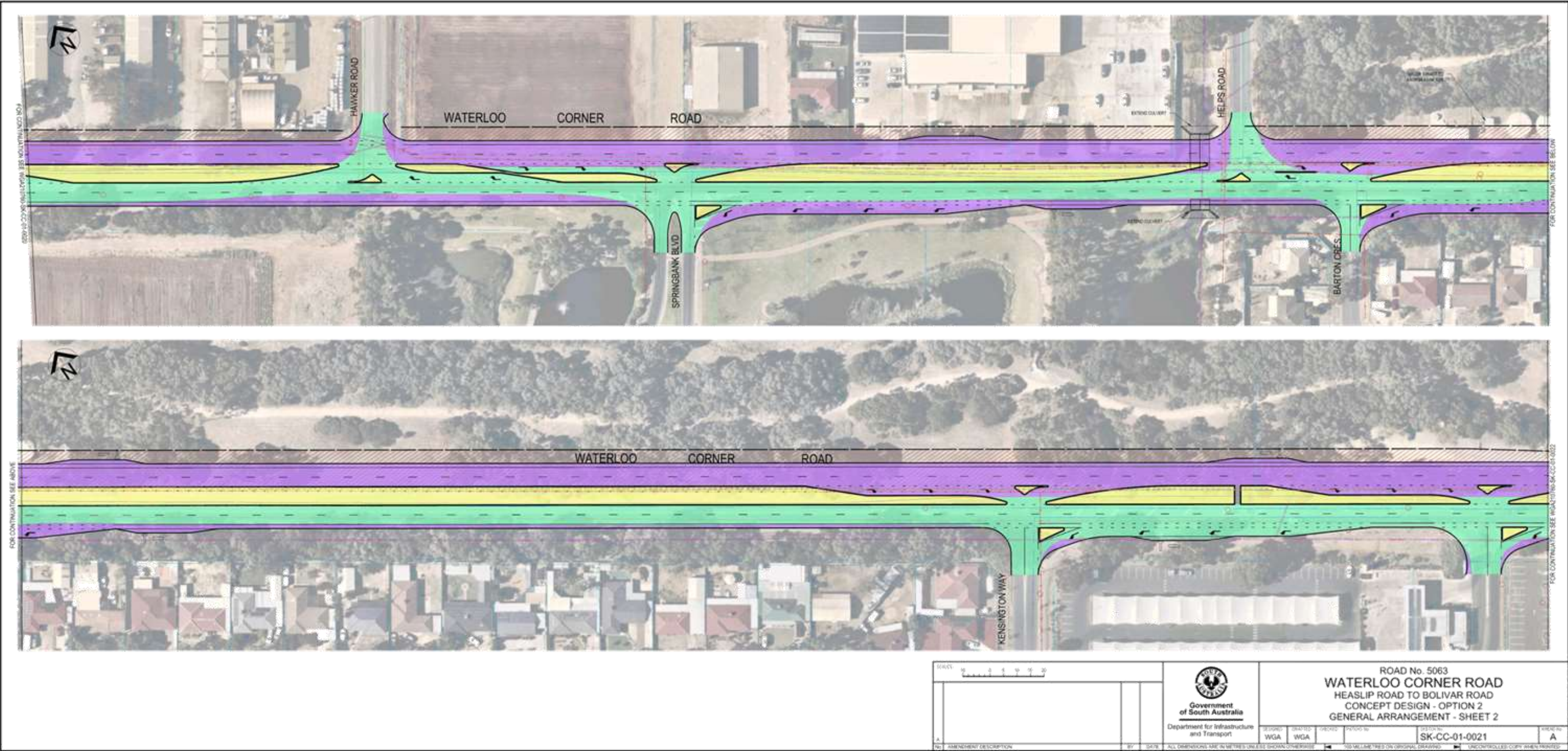




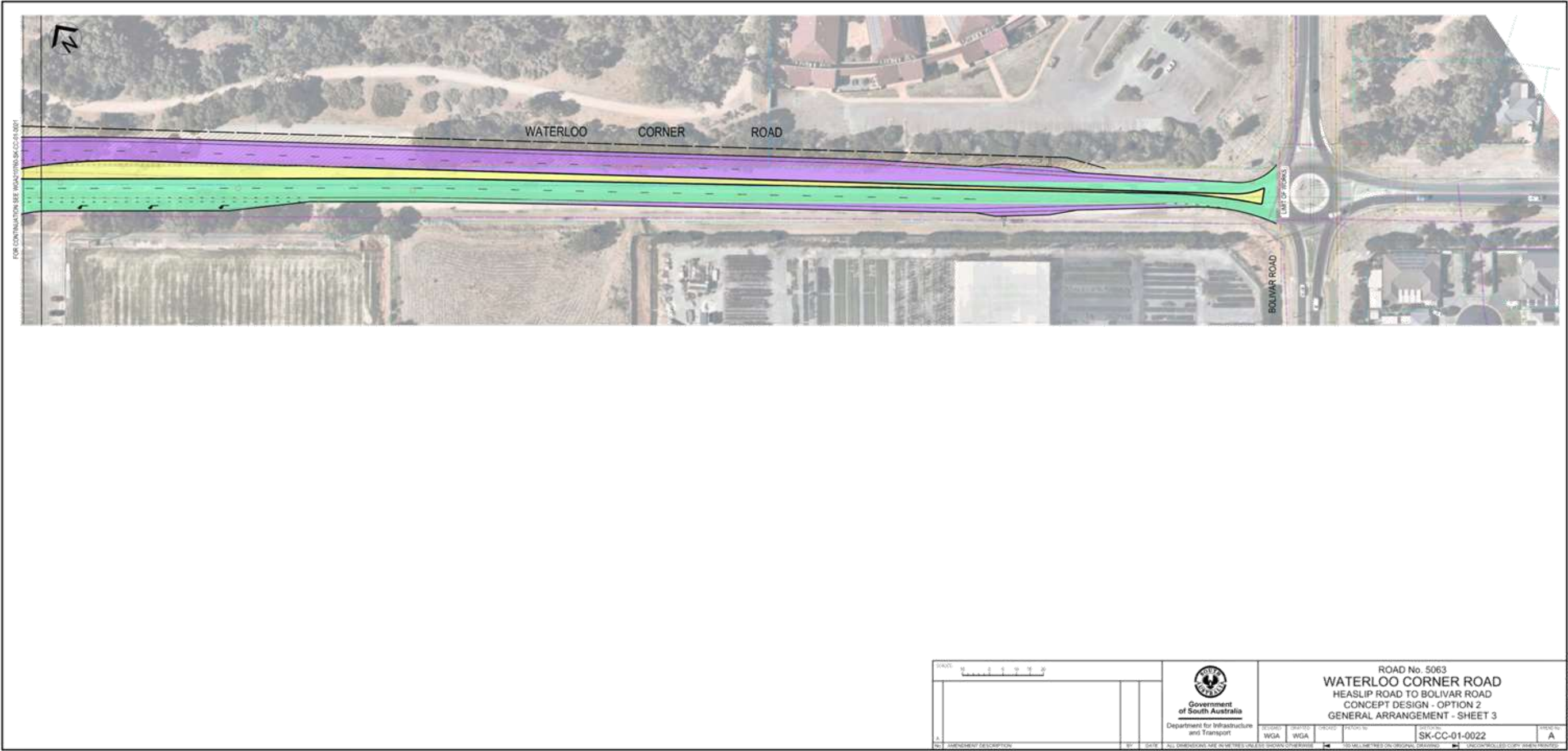
Item 4.2.2 - Attachment 5 - Waterloo Corner Road - Option 1



Item 4.2.2 - Attachment 5 - Waterloo Corner Road - Option 1



Item 4.2.2 - Attachment 6 - Waterloo Corner Road - Option 2



Item 4.2.2 - Attachment 6 - Waterloo Corner Road - Option 2