

COUNCIL AGENDA

Council Meeting

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that the next Meeting of Unley City Council will be held in the Council Chambers, 181 Unley Road Unley on

Monday 23 May 2016 – 7.00pm

for the purpose of considering the items included on the Agenda.

Peter Tsokas
Chief Executive Officer

OUR VISION 2033

Our City is recognised for its vibrant community spirit, quality lifestyle choices, diversity, business strength and innovative leadership.

COUNCIL IS COMMITTED TO

- Ethical, open honest behaviours
- Efficient and effective practices
- Building partnerships
- Fostering an empowered, productive culture – “A Culture of Delivery”
- Encouraging innovation – “A Willingness to Experiment and Learn”

ACKNOWLEDGEMENT

We would like to acknowledge this land that we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

PRAYER AND SERVICE ACKNOWLEDGEMENT

Almighty God, we humbly beseech Thee to bestow Thy blessing upon this Council. Direct and prosper our deliberations for the advancement of Thy Kingdom and true welfare of the people of this city.

Members will stand in silence in memory of those who have made the Supreme Sacrifice in the service of their country, at sea, on land and in the air.

Lest We Forget.

WELCOME

ORDER OF BUSINESS

ITEM NO

PAGE NO

APOLOGIES

464	CONFLICT OF INTEREST	1
-----	-----------------------------	---

465	MINUTES	2
-----	----------------	---

Minutes of the Council meeting held on Tuesday 26
April 2016

Minutes issued separately

DEFERRED / ADJOURNED ITEMS

PETITION

PRESENTATION

DEPUTATIONS**REPORTS OF COMMITTEES**

To receive and adopt or otherwise the reports and recommendations of the undermentioned Committees

466	Community and Culture Committee	3 – 5
-----	--	-------

Minutes of the Community and Culture Committee Meeting – 4 May 2016

Minutes Attached

REPORTS OF OFFICERS**GENERAL MANAGER COMMUNITY – Ms Megan Berghuis**

Nil reports

GENERAL MANAGER ECONOMIC DEVELOPMENT AND PLANNING – Mr David Litchfield

Nil reports

GENERAL MANAGER ASSETS AND ENVIRONMENT – Mr John Devine

467	Resilient East Climate Change Adaptation Plan	6 – 13
-----	---	--------

OFFICE OF THE CHIEF EXECUTIVE OFFICER (Mr Peter Tsokas)

468	Third Quarter budget Review 2015-2016	14 – 20
-----	---------------------------------------	---------

469	Quarterly Performance Report	21 – 22
-----	------------------------------	---------

470	Eastern region Alliance Strategic Plan	23 – 28
-----	--	---------

471	Quarterly Report – Centennial Park Cemetery Authority	29 – 30
-----	---	---------

ITEM NO**PAGE NO**

472	Council Action Records	31
-----	------------------------	----

QUESTIONS OF WHICH NOTICE HAS BEEN GIVEN

473	Questions on Notice – Councillor Rabbitt re Paid Parking Trial and Proposed Meeting with Minister	32
-----	---	----

QUESTIONS WITHOUT NOTICE**CORRESPONDENCE**

474	Correspondence received from: <ul style="list-style-type: none">• Hon Stephen Mulligan• Spirit of Anzac Centenary Experience• AME Recruitment Pty Ltd• Hon John Rau MP• AME Recruitment Pty Ltd• Adelaide Parklands Authority• SA Police	33
-----	--	----

475	MAYOR'S REPORT	34
-----	-----------------------	----

476	DEPUTY MAYOR'S REPORT	35
-----	------------------------------	----

REPORT OF MEMBERS

477	<ul style="list-style-type: none">• Councillor Hewitson• Councillor Palmer• Councillor Schnell• Councillor Hughes	36
-----	--	----

MOTIONS OF WHICH NOTICE HAS BEEN GIVEN

478	Notice of Motion from Councillor Schnell re CATS Inc	37
-----	--	----

MOTIONS WITHOUT NOTICE

ITEM NO**PAGE NO****CONFIDENTIAL ITEMS**

479	Confidentiality Motion for Item 480 – Unley Central Property Development Options – Next Steps	38 – 39
480	Unley Central Property Development Options – Next Steps	40 – 49
481	Confidentiality Motion to Remain in Confidence Item 480 – Unley Central Property Development Options – Next Steps	50

SUGGESTED ITEMS FOR NEXT AGENDA

ABP & Budget 2016-17 Adoption	To seek Council's approval to adopt (or otherwise) the ABP and 2016/17 Budget
Final LATM 1	
Depot encroachment – Resident feedback	
Wayville, Unley, Goodwood LATM Plan	To provide information on the outcome of the community engagement and seek Council endorsement.
Pay for Use Parking Trial	Quarterly Update report on the trial.
Walking and Cycling Plan 2016-2020	To provide Council update on the outcome of the community engagement and seek Council endorsement.
Future Grandstand Upgrades at Unley Oval – results from community engagement and future directions	
Council Action Report	Update of outstanding actions from meetings
Millswood Sporting Complex detailed design	
Review of 2016-17 Fees and Charges	To seek Council's approval to adopt the Fees and Charges for the 2016-17 financial year

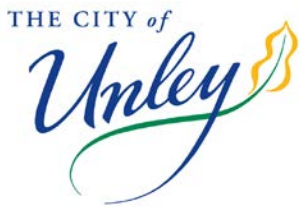
NEXT MEETING

Monday 27 June 2016 – 7.00pm – Council Chambers

CONFLICT OF INTEREST

TITLE:	CONFLICT OF INTEREST
ITEM NUMBER:	464
DATE OF MEETING:	23 MAY 2016
ATTACHMENT:	1. CONFLICT OF INTEREST DISCLOSURE FORM

Members to advise if they have any material, actual or perceived conflict of interest in any Items in this Agenda.



CONFLICT OF INTEREST DISCLOSURE FORM

I, _____ have received a
[insert name]

copy of the agenda for the (Ordinary / Special) **Council / Committee / Board**
[delete that which is not applicable]

meeting to be held on _____
[insert date]

I consider that I have a ***material** conflict of interest pursuant to section 73 / ***actual** or ***perceived** conflict of interest pursuant to section 74 *[*delete that which is not applicable]* of the *Local Government Act 1999* ("the LG Act") in relation to the following agenda item:

[insert details]

which is to be discussed by the ***Council / *Committee / *Board** at that meeting.
[delete that which is not applicable]

The nature of my **material** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you (or a person prescribed in section 73(1) of the LG Act) stands to obtain a benefit or suffer a loss depending on the outcome of the consideration of the matter at the meeting of the Council in relation to the agenda item described above].*

OR

The nature of my **actual** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why the conflict between your interests and the public interest might lead to a decision that is contrary to the public interest in relation to the agenda item described above].*

I intend to deal with my **actual** conflict of interest in the follow transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the actual conflict of interest in a transparent and accountable way]*

OR

The nature of my **perceived** conflict of interest is as follows *[ensure sufficient detail is recorded, including the reasons why you consider that an impartial fair-minded person could reasonably consider that you have a perceived conflict of interest in the matter]*

I intend to deal with the **perceived** conflict of interest in the following transparent and accountable way *[ensure sufficient detail is recorded as to the manner in which you intend to deal with the perceived conflict of interest in a transparent and accountable way]*

Signature

Date

CONFIRMATION OF MINUTES

TITLE: CONFIRMATION OF MINUTES FOR COUNCIL
MEETING HELD ON 25 APRIL 2016

ITEM NUMBER: 465

DATE OF MEETING: 23 MAY 2016

ATTACHMENTS: NIL

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The minutes of the Council Meeting held on Tuesday 26 April 2016, as printed and circulated, be taken as read and signed as a correct record.
-

REPORT OF COMMITTEE

TITLE:	MINUTES OF COMMUNITY AND CULTURE COMMITTEE
ITEM NUMBER:	466
DATE OF MEETING:	23 MAY 2016
ATTACHMENTS:	1. MINUTES OF COMMUNITY AND CULTURE COMMITTEE – 4 MAY 2016

EXECUTIVE SUMMARY

ITEM 16 – ANIMAL MANAGEMENT PLAN 2012-2016 YEAR 4 ANNUAL REPORT

Recommendation as printed in Agenda.

Key considerations and items of discussion included:

- Potential to increase in the donation amount to CATS Inc
- Dog breeds involved in dog attacks
- Restrictions on greyhounds, including muzzling requirements.

ITEM 17 – LIVING WELL PLAN YEAR 1 ANNUAL REPORT

Recommendations as printed in Agenda.

Key considerations and items of discussion included:

- Opportunities to extend smoke-free areas in Unley
- Park Lands Consultative Group incorporating Age Friendly principles in Park Lands planning
- Council's ability to influence standards and quality of service offered by Aged Care homes
- Safety concerns regarding cycling on footpaths
- Number of instances of hoarding and squalor in the City of Unley
- Clarification of kitchen garden school initiatives
- Resilient East Project, in particular details on the risk matrix.

ITEM 18 – LIBRARY STRATEGY 2012-16

Recommendations as printed in Agenda.

Key considerations and items of discussion included:

- Very exciting progress, acknowledging the success of City of Unley Libraries
- Potential to include/increase focus on local content including storytelling, local history, etc.
- Support to visually impaired customers, particularly via technology solutions
- Perceived decrease in customers of the Home Library Service
- Success of the Library Reboot Digital Literacy Program

- The opportunity to include cafes in the libraries, with a youth development/skills training approach.

ITEM 19 – 2016/17 EVENTS PROGRAM

Recommendations as printed in Agenda.

Key considerations and items of discussion included:

- Future direction of Unley Gourmet Gala including the need to reconsider the format of the event and the link to Tour Down Under
- Support to reschedule Double Shot Coffee Festival to cooler months.
- Continue support of Alliance Française for their French Christmas Market
- The Unley Way to Go Fair – recalling the format and relevance.

**ITEM 20 – COMMUNITY GRANT FUNDING ALLOCATIONS – ROUND 2 MARCH 2016

Recommendation as printed in the agenda with the addition of Project Number 2 which requires further information to be provided to Council for their consideration whether to approve funding of the grant.

Key considerations and items of discussion included:

- Equipment for sporting groups – noting alternative funding opportunities available elsewhere for community groups
- Project Number 4's application discussed in relation to timing
- Further information to be provided for Project Number 2 application including qualifications and risk considerations to then be presented to Council for their consideration and decision.

RECOMMENDATION

MOVED:

SECONDED:

That:

1. The minutes of the Community and Culture Committee meeting held on Wednesday 4 May 2016, be received.
2. The recommendations listed under:

**Item 16

Animal Management Plan 2012-2016 Year 4 Annual Report

Item 17

Living Well Plan Year 1 Annual Report

Item 18

Library Strategy 2012-2016

Item 19 2016-2017
Events Program

**Item 20
Community Grant Funding Allocations – Round 2 March 2016

inclusive, be adopted.

COMMUNITY AND CULTURE COMMITTEE MEETING

Meeting held on Wednesday, 4 May 2016 2016, at 6.30pm
Unley Council Chambers, 181 Unley Road, Unley

MEMBERS PRESENT:

Councillor Peter Hughes (Presiding Member)
Councillor Michael Hudson
Councillor Michael Rabbitt (Deputy Mayor)
Councillor Robert Schnell
Rev Dr Lynn Arnold
Mrs Elizabeth Bleby
Mr John Hill

OFFICERS PRESENT:

Ms Megan Berghuis, General Manager Community
Ms Celine Luya, Manager Community Services
Ms Hanlie Erasmus, Manager Library Services
Ms Mandy Smith, Manager Community Development
Mr Matthew Ives, Cultural Development Coordinator
Ms Ruth Box, Executive Assistant Corporate Services

OBSERVERS:

Councillor Don Palmer

REPORT TO COUNCIL: 23 May 2016

ACKNOWLEDGEMENT:

The Presiding Member opened the meeting at 6.30pm with the Acknowledgement and welcomed Members, staff and members of the Gallery to the meeting.

APOLOGIES:

Mayor Lachlan Clyne (ex officio)

CONFIRMATION OF MINUTES:

MOVED: Councillor Bob Schnell
SECONDED: Councillor Michael Hudson

That the minutes of the meeting of the Community and Culture Committee held on Wednesday 10 February 2016, as printed and circulated, be taken as read and signed as a correct record.

CARRIED

DEPUTATIONS / PRESENTATIONS:

Nil

REPORTS OF OFFICERS:

ITEM 15: CONFLICT OF INTEREST

Nil

****ITEM 16: ANIMAL MANAGEMENT PLAN 2012-2016 YEAR 4 ANNUAL REPORT**

Suspension of Meeting Procedures

The Presiding Member advised members he thought the meeting would benefit from a short term suspension of meeting procedures for up to 10 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 6:36pm.

The meeting procedures were reinstated at 6.46pm.

MOVED: Councillor Robert Schnell

That:

1. The report be received.
2. Consideration be given to payment of \$3,000 to CATS Inc in the 2016/17 budget.

The Motion LAPSED for want of a SECONDER

MOVED: Ms Elizabeth Bleby
SECONDED: Councillor Michael Rabbitt

That

1. The report be received.

CARRIED

ITEM 17: LIVING WELL PLAN YEAR 1 ANNUAL REPORT

MOVED: Rev Dr Lynn Arnold
SECONDED: Mr John Hill

That it be recommended to Council that:

1. The report be received.

Suspension of Meeting Procedures

The Presiding Member advised members he thought the meeting would benefit from a short term suspension of meeting procedures for up to 15 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 6:52pm.

The meeting procedures were reinstated at 7:07pm.

CARRIED

ITEM 18: LIBRARY STRATEGY 2012-2016

MOVED: Ms Elizabeth Bleby
SECONDED: Councillor Michael Rabbitt

That it be recommended to Council that:

1. The report be received.

Suspension of Meeting Procedures

The Presiding Member advised members he thought the meeting would benefit from a short term suspension of meeting procedures for up to 20 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 7:12pm.

Extension of suspension of Meeting Procedures

The Presiding Member suggested a further suspension of meeting procedures for up to 10 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 7:32 pm.

The meeting procedures were reinstated at 7:40 pm.

CARRIED

ITEM 19: 2016-2017 EVENTS PROGRAM

MOVED: Rev Dr Lynn Arnold

SECONDED: Councillor Michael Hudson

It be recommended to Council that:

1. The report be received.
2. The 2016/17 Events Program as outlined in Attachment 1 of Item 19/16 be endorsed by Council as part of the 2016/17 Annual Business Plan and budget.
3. The rescheduling of the Double Shot Coffee Fiesta from February to October 2017 is endorsed.

Suspension of Meeting Procedures

The Presiding Member advised members he thought the meeting would benefit from a short term suspension of meeting procedures for up to 20 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 7:45 pm.

The meeting procedures were reinstated at 8:05 pm.

CARRIED

****ITEM 20: COMMUNITY GRANT FUNDING ALLOCATIONS – ROUND 2 MARCH 2016**

Suspension of Meeting Procedures

The Presiding Member advised the members he thought the meeting would benefit from a short term suspension of meeting procedures for up to 20 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 8:09 pm.

Mr John Hill left the meeting at 8:30pm.

Extension of suspension of Meeting Procedures

The Presiding Member suggested a further suspension of meeting procedures for up to 15 minutes, to discuss the item to be considered by the Committee.

This was supported by a two thirds majority.

The meeting procedures were suspended at 8.29 pm.

The meeting procedures were reinstated at 8:44 pm.

MOVED: Rev Dr Lynn Arnold

SECONDED: Councillor Michael Rabbitt

That it be recommended to Council that:

1. The report be received.
2. The Committee recommends to Council for endorsement Community Grant funding as detailed in Attachment 1 to Item 20/16, with the exception of Project Number 2.
3. Project application Number 2 be considered by Council in light of further information to be provided on that Project.
4. The applicants to be notified of the outcome of their application.

CARRIED

NEXT MEETINGS:

Wednesday, 10 August 2016

Wednesday, 16 November 2016

CLOSE OF MEETING

The Presiding Member closed the meeting at 8.55pm.

.....
PRESIDING MEMBER

.....
DATE

DECISION REPORT

REPORT TITLE:	RESILIENT EAST CLIMATE CHANGE ADAPTATION PLAN
ITEM NUMBER:	467
DATE OF MEETING:	23 MAY 2016
AUTHOR:	KAT RYAN
JOB TITLE:	COORDINATOR ENVIRONMENTAL PROJECTS & STRATEGY

1. **EXECUTIVE SUMMARY**

In May 2013, Council resolved to partner with the other Eastern Region Alliance (ERA) Councils and Adelaide City Council to develop a Climate Change Adaptation Plan for the eastern region. This deliverable is a requirement of the State Government's Climate Change Adaptation Framework.

The project, titled Resilient East, commenced in August 2014 and has progressed through three main stages:

- a. Stage 1 – Vision, Values and Key Decisions Report and Climate Projections Report
- b. Stage 2 – Integrated Vulnerability Assessment (IVA)
- c. Stage 3 – Resilient East Climate Change Adaptation Plan

The Draft Resilient East Regional Climate Change Adaptation Plan (Attachment 1 to Item .../16) is the culmination of the project and outlines the climate change adaptation priorities and pathways for the eastern region.

Resilient East is about making sure the Eastern Region remains a strong and vibrant place to live, work and visit and that our businesses, communities and environments can respond positively to the challenges and opportunities presented by a changing climate.

The plan provides preferred adaptation options for implementation for the Eastern Region across eight key decision areas:

- Activity centres
- Community participation
- Continuity of services
- Natural landscapes
- Open and green spaces
- Stormwater management infrastructure
- Urban areas
- Vulnerable members of the community

Adaptation options include short, medium and long term actions across the next 30-40 years. This provides the flexibility to look ahead in any new planning and infrastructure projects, share projects across the ERA and gradually build our resilience.

Most of the adaptation options recommended for immediate implementation focus on planning for future actions and continuing activities in related Council strategies and programs thereby having little impact on its short term budgets. These include:

- Preparing and implementing climate ready guidelines for public realm, green infrastructure and urban design
- Improving stormwater management to maximise amenity and water reuse
- Regularly review and update event risk management plans
- Increase business and infrastructure owners and operators continuity planning
- Increasing community awareness regarding climate hazards

By being proactive in thinking and planning now for the impacts that are likely to occur as the climate changes, the Eastern Region can position itself to manage adverse impacts and take advantage of any opportunities.

Endorsement of the Plan is being sought by each of the 8 partner councils.

2. RECOMMENDATION

That:

1. The report be received.
 2. Council gives in principle endorsement of the Resilient East Regional Climate Change Adaptation Plan (Attachment 1).
 3. Council endorses Adelaide City Council's continued involvement in the Resilient East Regional Climate Change Adaptation project partnership.
 4. Council notes that the Resilient East Project Steering Group will continue to oversee the project and develop recommendations for the ongoing governance and implementation framework for project partners, including councils and State Government.
 5. A subsequent report be presented to Council outlining the priority projects, partners, and funding expectations included in the Resilient East Regional Climate Change Adaptation Plan.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

A landscape scale climate change adaptation plan is a requirement of the State Government's Climate Change Adaptation Framework.

4.1 Renowned for its lifestyle & environmental balance

4.3 Functional open-green space throughout the City of Unley

If endorsed, relevant actions for Unley from Resilient East will be delivered through the Environmental Sustainability Strategy.

2. **DISCUSSION**

The project was funded by each of the local government partners, Natural Resources Adelaide & Mount Lofty Ranges (NRAML), Department of Environment, Water & Natural Resources (DEWNR) and the Natural Disaster Resilience Program (NDRP) administered by the South Australian Fire and Emergency Services Commission. In June 2014, the project partners signed a Memorandum of Understanding, which established the parameters for participation and collaboration on the project.

Each stage of the project incorporated engagement and consultation with a wide range of stakeholders representing community health, emergency services, biodiversity, water management, residential and business interests, sport and recreation, infrastructure management and planning.

URPS, Seed Consulting and Dr Mark Stafford-Smith, Chief Coordinating Scientist Adaptation at the CSIRO were engaged to deliver the project in conjunction with the project partners.

The Plan identifies eight areas of focus, known as 'key decision areas'. The key decision areas were identified via the IVA and each has a series of adaptation options expressed as adaptation pathways. The key decision areas are outlined in Table 1.

Table 1: Key Decision Areas

Theme	Key Decision Area
Activity centres	How do we improve the amenity and vibrancy of our activity centres as our climate becomes warmer and drier and the risk of heat waves increase?
Community participation (services, places and spaces)	How do we support and grow participation in events, celebrations and activities as rainfall intensity, frequency, intensity and duration of heat waves and bushfire risk increases?
Continuity of services	How do we minimise disruption to business, events and infrastructure and residents reliant on electricity as we are exposed to more frequent and intense heatwave and greater fire risk?

Theme	Key Decision Area
Natural landscapes	How do we protect and enhance the condition of natural landscapes across the plains and hills face as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?
Open and green spaces	How do we provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open space as our climate becomes warmer and drier and there is an increased risk of damage from heat waves and bushfires?
Stormwater management infrastructure	How do we design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity as annual rainfall declines, rainfall intensity increases and the risk of heatwaves rises?
Urban areas	How do we create better amenity and liveability in our urban areas as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?
Vulnerable members of the community	How do we improve the health, safety and wellbeing of vulnerable members of the community as the frequency and intensity of heat waves and bushfires increase?

Adaptation pathway maps set out a range of adaptation options considered for each key decision area and the preferred adaptation pathway identified via stakeholders through the consultation process.

To provide greater focus on implementation, the Plan also identifies nine key adaptation priorities for the region. The priority adaptation options were determined based on those actions that are of regional scale or relevance, cross-sectoral, deliver multiple benefits, and would benefit from coordinated response involving key regional stakeholders. The priority adaptation options are outlined in Table 2.

Table 2: Priority Adaptation Options

Priority Adaptation Options	Timing
Prepare and implement climate ready guidelines for public realm, green infrastructure and urban design	Now
Business and infrastructure owners continuity planning	
Improve stormwater management to maximise amenity and water reuse	
Increase community education and awareness regarding climate hazards	
Increase planting across urban areas	Start implementation within 5 years
Make asset management plans climate ready	

Increase the area of open space in strategic locations	
Prevent development in hazard prone areas	
Facilitate changes to business practices	

In recognition of the complexity of implementing the regional adaptation plan consideration has also been given to the conditions that sit outside of the Plan and the broader decision making context that may impact on whether adaptation action may occur. Actions have been identified to create enabling conditions that are critical to implementation of the Plan. These enabling actions relate to issues such as governance, communications and resourcing.

To facilitate the implementation of actions in the Plan and establish the ongoing governance and partnership arrangements the Steering Group that has overseen the development of the Plan is proposed to continue in its current form. The Steering Group predominately consists of management representatives from each of the partner councils and DEWNR.

The State Government has entered into Sector Agreements with a number of regions to support the development and/or implementation of regional climate change adaptation plans. Sector Agreements are established under the South Australian Climate Change and Greenhouse Reductions Emissions Act 2007 and have taken various forms to reflect the priorities and needs of each region.

In its Action Plan for the Climate Change Adaptation Framework in South Australia, the State Government has committed to “prepare whole-of-government responses to climate change adaptation plans provided to Government by regional committees”. This response will inform the State Government’s ongoing relationship with the regions, including the eastern region, and how they will support the implementation of regional adaptation plans.

Following endorsement of the Plan the Steering Group will develop a proposed framework for ongoing implementation of the Plan that will include recommendations relating to:

- a. Governance – this is likely to take the form of a Sector Agreement or similar that outlines key arrangements for implementation such as roles and responsibilities, monitoring and reporting
- b. Budget – for resourcing project management and delivery
- c. Funding and project partnerships – identification of funding and project partnership opportunities, particularly for regionally relevant projects

3. ANALYSIS OF OPTIONS

Option 1 –

1. Council gives in principle endorsement of the Resilient East Regional Climate Change Adaptation Plan (Attachment 1 to Item 467/16)

2. Council endorses Adelaide City Council's continued involvement in the Resilient East Regional Climate Change Adaptation project partnership.
3. Council notes that the Resilient East Project Steering Group will continue to oversee the project and develop recommendations for the ongoing governance and implementation framework for project partners, including councils and State Government.
4. A subsequent report be presented to Council outlining the priority projects, partners, and funding expectations included in the Resilient East Regional Climate Change Adaptation Plan.

The Council has previously endorsed its participation in the Resilient East project and allocated funding accordingly. The Resilient Unley section of Council's draft Environmental Sustainability Strategy is centred on Unley playing its role in Resilient East.

This is the option that will be presented to other participating Councils and to date Adelaide, Campbelltown, Walkerville and Tea Tree Gully Councils have endorsed the plan.

Option 2 – Council does not endorse the Resilient East Regional Climate Change Adaptation Plan (Attachment 1 to Item 467/16)

City of Unley would no longer be part of Resilient East Regional Climate Change project coordinated by Eastern Regional Alliance. This would mean that Council would have to develop its own landscape scale climate change adaptation plan to meet the State Government's Climate Change Adaptation Framework.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

The relevant Objective in the Council's Strategic Plan "Community Plan 2033" regarding Climate Change Adaptation is outlined in "*Greening our path to a sustainable City*" and also supports Council's draft Environmental Sustainability Strategy's objective for "increasing resilience to changes in climate".

The Council, through its "Community Plan 2033", has committed to considering the impacts of climate change in everything it does and the adoption and implementation of a Regional Climate Change Adaptation Plan will underpin the Council's good reputation as a leader in environmental sustainability.

The preparation of a regional Adaptation Plan, in conjunction with other ERA Councils and the Adelaide City Council, will ensure that the Council's

collaborative approach to climate change adaptation aligns with the State Government's Climate Change Adaptation Framework (2012).

5.1 Financial/budget

The project is funded by each of the Local Government partners, NRAMLR, the DEWNR and Natural Resources and the Natural Disaster Resilience Program administered by the South Australian Fire and Emergency Services Commission (SAFECOM).

Total project funding is approximately \$170,000 and Unley Council's financial contribution was \$4,818 which was fully budgeted.

The costs to implement the plan will be determined once the plan is endorsed and the Resilient East Project Steering Group develops recommendations for the on-going governance and implementation framework. There has been no separate allocation provided in the 2016/17 budget to fund the implementation of specific projects within this Resilient East Plan, but ongoing support will be provided as a part of normal business operations. A number of the specific budgeted environmental activities meet the requirements of this Plan. If further funds are required to support certain initiatives a separate Council report will be prepared.

5.2 Legislative/Risk Management

The Local Government Sector in South Australia is self-insured through the LGAMLS, which has stipulated that all Councils in South Australia must put in place appropriate management strategies to respond to the impacts of long term climate change, to reduce the sector's public liability risks. The LGAMLS has supported this requirement through the development and implementation of the Climate Change Adaptation Risk Management Program, which facilitated the preparation of Climate Change Adaptation Reports for all Councils in South Australia.

While the State Government's Climate Change Adaptation Framework (2012) does not require the mandatory preparation of adaptation responses by Local Government Authorities, it encourages the formation of voluntary regional agreements (based on the existing South Australian Government Regions).

The strategic risk issues that are being addressed and managed under the regional adaptation approach include:

- public liability exposure;
- planning policy;
- asset management;
- public safety;
- insurance costs;
- community expectations; and
- resource management - statutory responsibilities.

5.3 Environmental/Social/Economic

Climate change projections for South Australia from the South Australian Bureau of Meteorology, indicate warmer weather and drier conditions across most of the State, with an increased risk of extreme events such as flooding, extremely hot days, drought and bushfires. These events will have variable impacts on the lives of all South Australians and on the natural environment across the state.

Climate change will have direct and indirect impacts on health and wellbeing, particularly for vulnerable members of the community such as the elderly, the sick and people on low incomes. Failure to adapt will expose our community to possibly severe and long-term consequences including serious health issues and the potential loss of unique and essential natural ecosystems and species.

For more detail on predicted impacts please refer to the Integrated Vulnerability Assessment Report which Council endorsed on 24 August 2015 (Item 212/15) at the Resilient East website (www.resilienteast.org.au).

5.4 Stakeholder Engagement

As this project is an ERA regional project, the City of Unley engagement tool has not been used, however consultation has been undertaken with a number of key stakeholders and Councils across the region.

Project partners include Eastern Region Alliance (ERA) councils (the Cities of Campbelltown, Burnside, Unley, Norwood Payneham and St Peters, Prospect, the Town of Walkerville), Adelaide City Council City, NRAMLR and DEWNR.

Each stage of the project incorporated engagement and consultation with a wide range of stakeholders representing community health, emergency services, biodiversity, water management, residential and business interests, sport and recreation, infrastructure management and planning.

The engagement and consultation has directly contributed to the development of the Plan, through the identification of the values, vision and key features of the region, completion of the Integrated Vulnerability Assessment (IVA) and development of adaptation pathways within the Plan.

Elected Members

A regional Elected Member briefing was held on 17 February 2016. The briefing provided an overview of the Resilient East plan and was attended by Elected Members from the participating councils as well as senior council staff and representatives from the Department of Environment Water and Natural Resources (DEWNR), the Adelaide and Mount Lofty Natural Resources Management Board (AMLNRM) and the Local Government Association.

6. ATTACHMENTS

- Resilient East Regional Climate Change Adaptation Plan

7. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
John Devine	General Manager Assets and Environment
Peter Tsokas	Chief Executive Officer

Resilient East

Regional Climate Change
Adaptation Plan



Resilient East

Regional Climate Change Adaptation Plan

Lead Consultant URPS

In association with Seed Consulting Services
Mark Stafford-Smith, CSIRO

Prepared for Resilient East

Consultant Project Manager Nicole Halsey, Director, URPS
Suite 12/154 Fullarton Road
(cnr Alexandra Ave)
Rose Park, SA 5067
Tel: (08) 8333 7999
Email: nicole@urps.com.au
Website: www.urps.com.au

Limitation

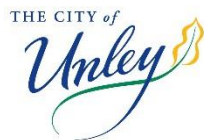
This report has been prepared on behalf of and for the exclusive use of the Resilient East client group. The Resilient East client group accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

Citation

Resilient East (2015) *Resilient East Regional Climate Change Adaptation Plan* prepared by URPS as part of the Resilient East consultancy led by URPS, for the Eastern Region in association with the Government of South Australia and the Australian Government.



City of
Norwood
Payneham
& St Peters



CITY OF
TEA TREE GULLY
Naturally Better



WALKERVILLE



Government of South Australia
Department of Environment,
Water and Natural Resources



Government of South Australia
South Australian Fire and
Emergency Services Commission



Government of South Australia
Adelaide and Mount Lofty Ranges
Natural Resources Management Board

Acknowledgments

The Eastern Region Regional Adaptation Plan is the product of collaboration between Adelaide City Council, the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Tea Tree Gully and Unley, and the Town of Walkerville and the stakeholders who have a role or interest in the Eastern Region.

State government support was provided by Adelaide and Mount Lofty Ranges Natural Resources Management Board, Department of Environment, Water and Natural Resources and South Australian Fire and Emergency Services Commission.

Particular acknowledgment is made of the many individuals representing a diversity of organisations, sectors and interests from across the Eastern region who gave up their time to actively participate in workshop processes and directly influence the development of this Regional Adaptation Plan.

The preparation of the Regional Adaptation Plan was overseen by a project steering group comprising representation from the members Councils and the State Government.

The development of the Regional Adaptation Plan was undertaken by a consultant team led by URPS in association with Seed Consulting Services.

CONTENTS

EXECUTIVE SUMMARY	i
1. INTRODUCTION	1
1.1. Who does this Plan belong to?	2
1.2. Overview of the Eastern region	3
1.3. How has this Regional Adaptation Plan been developed?	6
1.4. Guide to reading this Regional Adaptation Plan	7
2. HOW WILL CLIMATE CHANGE BE EXPERIENCED BY THE EASTERN REGION?	8
3. UNDERSTANDING VULNERABILITY AND IDENTIFYING AREAS FOR FOCUSSED ADAPTATION ACTION	10
3.1. What is an IVA?	11
3.2. What did the IVA tell us?	12
3.3. Transitioning from the IVA to adaptation planning	14
3.4. Understanding adaptation pathways analysis	15
4. ADAPTATION OPTIONS FOR THE EASTERN REGION	16
4.1. Interpreting the pathway maps	18
4.2. Activity centres	20
4.3. Community participation (services, places and spaces)	24
4.4. Continuity of services	27
4.5. Natural landscapes	30
4.6. Open and green spaces	33
4.7. Stormwater management infrastructure	36
4.8. Urban areas	39
4.9. Vulnerable members of the community	42
5. IMPLEMENTING THE REGIONAL ADAPTATION PLAN	45
5.1. Focussing regional adaptation action-cross sectoral adaptation options	48
5.2. Enabling adaptation action	52
5.3. Monitoring and review	55
6. REFERENCES	56
APPENDICES	58

EXECUTIVE SUMMARY



Executive Summary

The Resilient East project

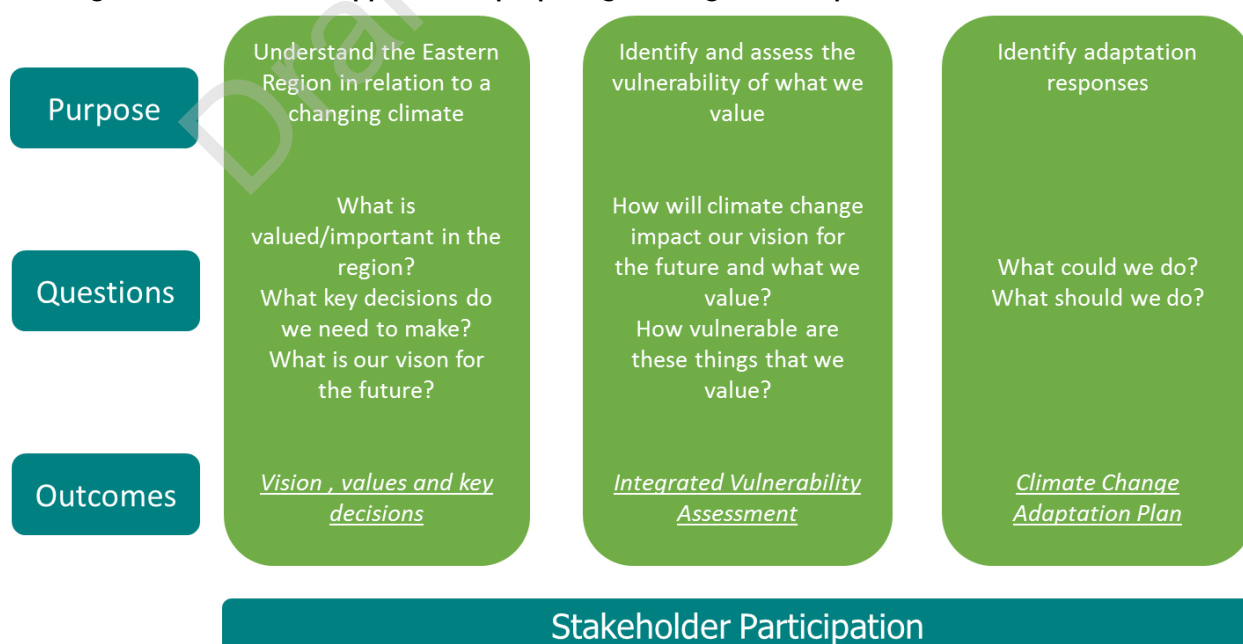
Resilient East is about making sure the Eastern Region remains a strong and vibrant place to live, work and visit and that our businesses, communities and environments can respond positively to the challenges and opportunities presented by a changing climate.

We know that despite global action being taken to manage and reduce greenhouse gas emissions we are already on a pathway which means that some degree of adaptation will still be required. By being proactive and thinking and planning now for the impacts that are likely to occur as the climate changes, the Eastern Region can position itself to manage adverse impacts and take advantage of any opportunities.

This Regional Climate Change Adaptation Plan (Regional Adaptation Plan) provides the foundation for a coordinated and collaborative response to climate change and identifies priorities for adaptation across the Eastern Region. It has been developed by a collaboration between Adelaide City Council, the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Tea Tree Gully and Unley, and the Town of Walkerville and the stakeholders who have a role or interest in the Eastern Region.

The preparation of the Regional Adaptation Plan was undertaken over three key stages as summarised by Figure A below, with stakeholder participation a feature throughout.

Figure A Overview of approach to preparing the Regional Adaptation Plan



Identifying options for adaptation

The Regional Adaptation Plan identifies adaptation options for the Eastern Region to address key vulnerabilities or opportunities presented by a changing climate.

Climate projections prepared to inform this adaptation planning process (refer section 2) indicate that the Eastern Region will face warmer and drier conditions with increased risks being posed by extreme events such as heatwave, bushfire and flooding.

Using these climate projections, an Integrated Vulnerability Assessment (IVA) was undertaken to determine how aspects or features that are valued across the Eastern Region may be impacted by climate change (refer section 3). A total of 36 indicators were assessed using the IVA, the analysis of which revealed those valued aspects or features of the Eastern Region that have a higher vulnerability to climate change than others.

Based on the analysis of the IVA, areas of focus were derived for adaptation planning known as 'key decision areas'. For the Eastern region eight key decision areas were identified and adaptation pathways analysis was used to gather and assess a range of information in order to identify adaptation options for the Region (refer section 4).

For each of the eight key decision areas pathway maps were also generated with 57 preferred adaptation options identified for implementation for the Eastern Region (refer Table A and sections 4 and 5). Those options identified as 'now' are action that should commence immediately, whether that be acceleration of current activities, implementation of new responses or planning for future action. Those options identified as 'later' are those that are not considered to be required in the near future, but are considered to be options that may be needed at some point in time as the climate changes.

Table A Summary of preferred adaptation options for the Eastern Region

Key decision area	Timing	Preferred adaptation options
Activity centres How do we improve the amenity and vibrancy of our activity centres as our climate becomes warmer and drier and the risk of heat waves increase?	Now	Prepare and implement climate ready guidelines for public realm, green infrastructure and urban design
	Now	Improve stormwater management to maximise amenity and water reuse
	Now	Provide 'rest and revive' facilities
	Now	Advocate for amendments to the Building Code of Australia
	Later (5 years)	Increase appropriate planting in and around activity centres
	Later (5 years)	Make asset management plans climate ready
	Later (30 years)	Facilitate change to business practice (eg hours of operation)
Community participation How do we support and grow participation in events, celebrations and activities as	Now	Define Council and stakeholder roles, responsibilities and liabilities
	Now	Regularly review and update event risk management plans

Key decision area	Timing	Preferred adaptation options
rainfall intensity, frequency, intensity and duration of heat waves and bushfire risk increases?	Later (5 years)	Increase community education and awareness raising activities
	Later (5 years)	Engage the community regarding decision making and service provision
	Later (5 years)	Fit for purpose management of open space and infrastructure
	Later (5 years)	Use technology to provide warnings and to provide updates on community services and events
	Later (5 years)	Manage stormwater to minimise flood risk and maintain the ability to hold events
	Later (5 years)	Identify alternative options to deal with electricity failures
	Later (20 years)	Construct multi-use indoor facilities
Continuity of services How do we minimise disruption to business, events and infrastructure and residents reliant on electricity as we are exposed to more frequent and intense heatwave and greater fire risk?	Now	Awareness raising for business owners and infrastructure owners and operators
	Now	Undertake event risk management planning including consideration of need to reschedule events
	Now	Improve communication and coordination with essential services providers
	Now	Increase business and infrastructure owners and operators continuity planning
	Later (10 years)	Increase electricity feeder automation
	Later (20 years)	Upgrade cooling systems for telecommunication exchanges
Natural landscapes How do we protect and enhance the condition of natural landscapes across the plains and hills face as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?	Now	Increase community climate change education and participation in NRM
	Now	Develop and implement a standard method for evaluating flora and fauna trends
	Now	Adapt approaches to biodiversity conservation planning
	Now	Undertake watercourse management
	Now	Adapt and implement locally appropriate fire management
	Now	Strategically prioritise disease and pest plant and animal control
	Now	Retain existing and acquire recreational open space for natural landscapes
	Later (10 years)	Assist the migration of flora and fauna
Open and green spaces How do we provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open space as our climate becomes warmer and drier and there is an increased risk of damage from heat waves and bushfires?	Now	Accelerate existing tree condition assessment and management
	Now	Prepare 'climate ready' guidelines for open space management
	Now	Improve stormwater management to maximise amenity and water reuse
	Now	Increase shade of paths/facilities using trees and other infrastructure
	Later (5 years)	Reduce irrigated open space
	Later (10 years)	Increase the area of open space in strategic locations

Key decision area	Timing	Preferred adaptation options
Stormwater management How do we design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity as annual rainfall declines, rainfall intensity increases and the risk of heatwaves rises?	Now	Support Water Sensitive SA
	Now	Modelling and mapping for stormwater management plans
	Now	Review design standards and integrate into asset management and work scheduling
	Now	Increase onsite detention/retention and storage
	Now	Improve flood management and riparian rehabilitation
	Now	Community education and awareness regarding flood risk
	Later (5 years)	Mandate targets for WSUD
	Later (5 years)	Integrate the management of stormwater within and across Councils and State agencies
	Later (30 years)	Reclaim watercourse corridor
Urban areas How do we create better amenity and liveability in our urban areas as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?	Now	Prepare and implement 'climate ready' guidelines for public realm, green infrastructure and urban design
	Later (5 years)	Improve stormwater management to maximise amenity and water reuse
	Later (5 years)	Review and accelerate tree management strategies
	Later (5 years)	Education and awareness raising regarding climate risks
	Later (5 years)	Increase planting across urban areas
	Later (10 years)	Develop innovative techniques for cooling the public realm
Vulnerable members of the community How do we improve the health, safety and wellbeing of vulnerable members of the community as the frequency and intensity of heat waves and bushfires increase?	Now	Educate and raise awareness of risks such as extreme heat and bushfire
	Later (5 years)	Develop individual safety plans
	Later (5 years)	Prepare consistent emergency management plans and approaches across Local Government
	Later (5 years)	Establish community 'buddy' program
	Later (5 years)	Expand systems to contact vulnerable people during bushfires and heatwaves
	Later (15 years)	Mandate climate sensitive building design

Cross sectoral adaptation options

In preparing the Regional Adaptation Plan, it became evident that similar or the same preferred adaptation options were identified for multiple key areas of decision making, and therefore there are cross sectoral, regional adaptation options which would benefit from a coordinated response (refer section 5.1). In addition, these cross sectoral adaptation options can provide an indication of where to focus adaptation action in the Region in the first instance. These cross sectoral adaptation options are summarised by Table B.

Table B Cross sectoral adaptation options

Cross sectoral adaptation options
Prepare and implement climate ready guidelines for public realm, green infrastructure and urban design
Business and infrastructure owners continuity planning
Improve stormwater management to maximise amenity and water reuse
Increase community education and awareness regarding climate hazards
Increase planting across urban areas
Make asset management plans climate ready
Increase the area of open space in strategic locations
Prevent development in hazard prone areas
Facilitate changes to business practices

Progressing implementation of adaptation actions in the Eastern Region

To assist with progressing adaptation across the Eastern Region, the cross sectoral preferred adaptation options identified by Table B have been brought together in the Regional Adaptation Action Plan (refer Appendix B). These cross sectoral adaptation options are the focus of the Adaptation Action Plan given their multi-sectoral relevance and opportunity to benefit multiple sectors or key decision areas.

It is not intended that the Regional Adaptation Action Plan be considered the only adaptation actions that are required in the Eastern Region, but rather provides a starting point to focus initial regional, cross sectoral action. The remainder of the preferred options identified by the Regional Adaptation Plan are still considered critical to ensure the Region remains strong, productive and vibrant and can respond to the challenges of climate change.

Creating enabling conditions that support the implementation of the Regional Adaptation Plan

In developing this Regional Adaptation Plan, consideration was given to the conditions that sit 'outside' of the Plan and the broader decision making context that may impact on whether adaptation action may occur (refer section 5.2). Understanding this context and ensuring appropriate conditions are in place to enable adaptation action is considered as important as identifying the adaptation options themselves. Table C summarises the key enabling conditions identified as being critical to supporting the successful implementation of the Regional Adaptation Plan.

Table C Summary of enabling conditions

Actions to create enabling conditions
Ratify Regional commitment to implement the Regional Adaptation Plan through the establishment of a Memorandum of Understanding, Climate Change Sector Agreement or similar
Develop a governance approach to support implementation of the Regional Adaptation Plan including designating a lead group/organisation and potentially, establishing a coordinator role
Embed climate change considerations in key organisational strategies, plans, policies and processes (eg strategic management plans, asset management plans, procurement policies etc)
Develop messaging about adaptation for communications with broader community
Identify resourcing opportunities to assist with implementing adaptation options. This could include allocation of existing monies or seeking new sources
Build community awareness and understanding about the potential impacts of climate change and opportunities to adapt
Recognise and embrace the opportunities for adaptation that may be presented by changes in urban form (eg densification and renewal) as well as recognise the challenges this may pose

1

INTRODUCTION



1. Introduction

Resilient East is about making sure the Eastern Region remains a strong and vibrant place to live, work and visit and that our businesses, communities and environments can respond positively to the challenges and opportunities presented by a changing climate.

We know that despite global action being taken to manage and reduce greenhouse gas emissions that we are already on a pathway which means that some degree of adaptation will still be required. By being proactive and thinking and planning now for the impacts that are likely to occur as the climate changes, the Eastern Region can position itself to manage adverse impacts and take advantage of any opportunities.

There is strength in numbers. By collaborating, our Region can deliver a coordinated response to climate change and by sharing information, resources, responsibilities and actions we can achieve a Resilient East. This Regional Climate Change Adaptation Plan (Regional Adaptation Plan) provides the foundation for this coordinated and collaborative response to climate change and identifies priorities for adaptation across the Eastern Region.

1.1. Who does this Plan belong to?

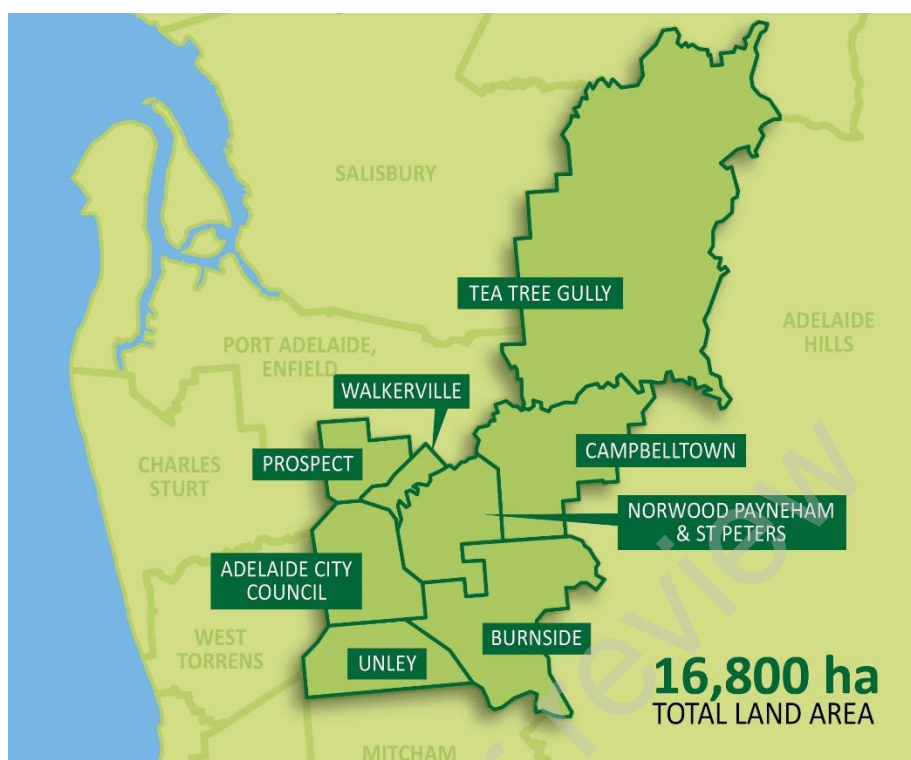
This Regional Adaptation Plan is for the Eastern Region which comprises Adelaide City Council, the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Tea Tree Gully and Unley, and the Town of Walkerville (refer Figure 1).

The Resilient East project is a partnership between the eight Councils identified above, together with State government support¹ and the stakeholders and communities who have a role or interest in the Eastern Region.

Adaptation to climate change is everyone's business and we can all play a role in taking actions that build our resilience and reduce or ameliorate the impacts of climate change. The Regional Adaptation Plan is therefore a plan for the Region and its implementation resides with individuals and organisations across the Eastern Region including service providers, government agencies, not-for-profit organisations, Local Government, business and industry, infrastructure owners and managers and community groups.

¹ State government support provided by Adelaide and Mount Lofty Ranges Natural Resources Management Board, Department of Environment, Water and Natural Resources and South Australian Fire and Emergency Services Commission

Figure 1 The Eastern Region



1.2. Overview of the Eastern Region

As illustrated by Figure 1, the Eastern Region is a significant part of the Adelaide metropolitan area, with a total population estimated at just over 320,000, or 19% of the State's population.

The Eastern Region is predominantly residential, and is home to the State's capital city and inner and middle ring Council areas that are key contributors to the economic activity and vibrancy of Greater Metropolitan Adelaide and the State.

The Eastern Region:

- generates 30.6 billion dollars in Gross Regional Product which is 33% of the Gross State Product
- provides 248,961 jobs, with 70% of these undertaken by residents of the Region
- is home to a range of cultural activities, celebrations, events and festivals of local, regional, State, National and International significance including:
 - Royal Adelaide Show (\$165.1 million, attendance of 473,000 people)
 - Tour Down Under (\$45.9 million)
 - Clipsal 500 (over 12 years has contributed \$285.48 million to State economy)
 - WOMAD (\$5.7 million to GSP)
 - Festival of Arts (\$62.9 million to State economy)
 - Fringe Festival (\$66.3 million to State economy).

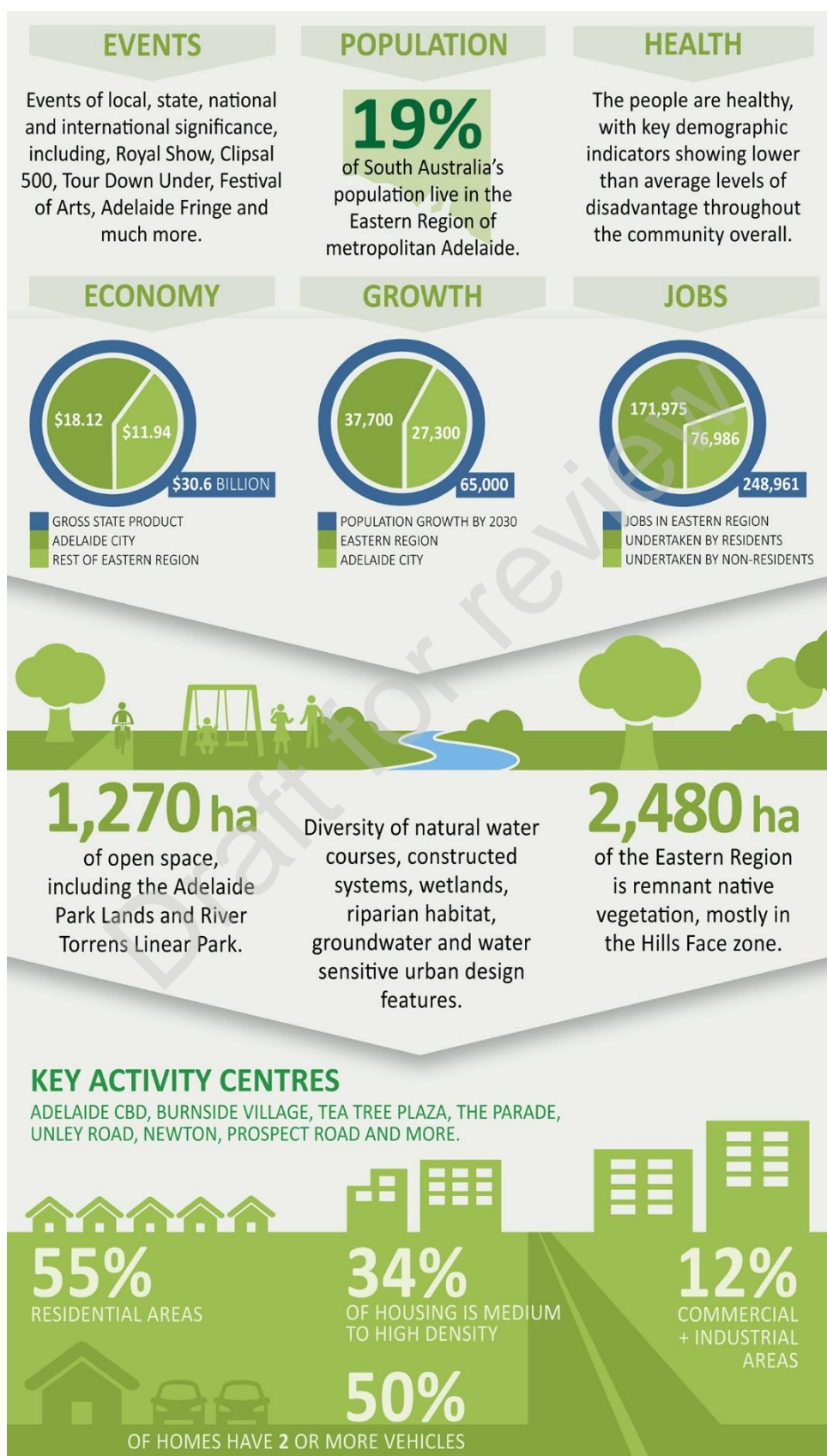
The Eastern Region has 2,480 hectares of open space which is 15% of the total land area of the Region. Habit and biodiversity assets are found throughout the foothills, parks and reserves and along the iconic watercourses such as the River Torrens. This open space, habitat and biodiversity provides important green infrastructure to help mitigate the urban heat island effect and contributes to the overall amenity and character of the Region, making it a desirable and attractive place to live.

The community of the Eastern Region is diverse with quite different characteristics in age and cultural and linguistic diversity evident across the Region. The community is relatively healthy with key demographic characteristics not indicating high levels of disadvantage in the community overall. That said, there are members of the community who are more vulnerable than others in the community and have greater reliance on services and support.

Figure 2 summarises key features and aspects of the Eastern Region².

² Refer *Vision, Values and Key Decisions Report* for more detail regarding the profile of the Eastern Region

Figure 2 Overview of key features and aspects of the Eastern Region



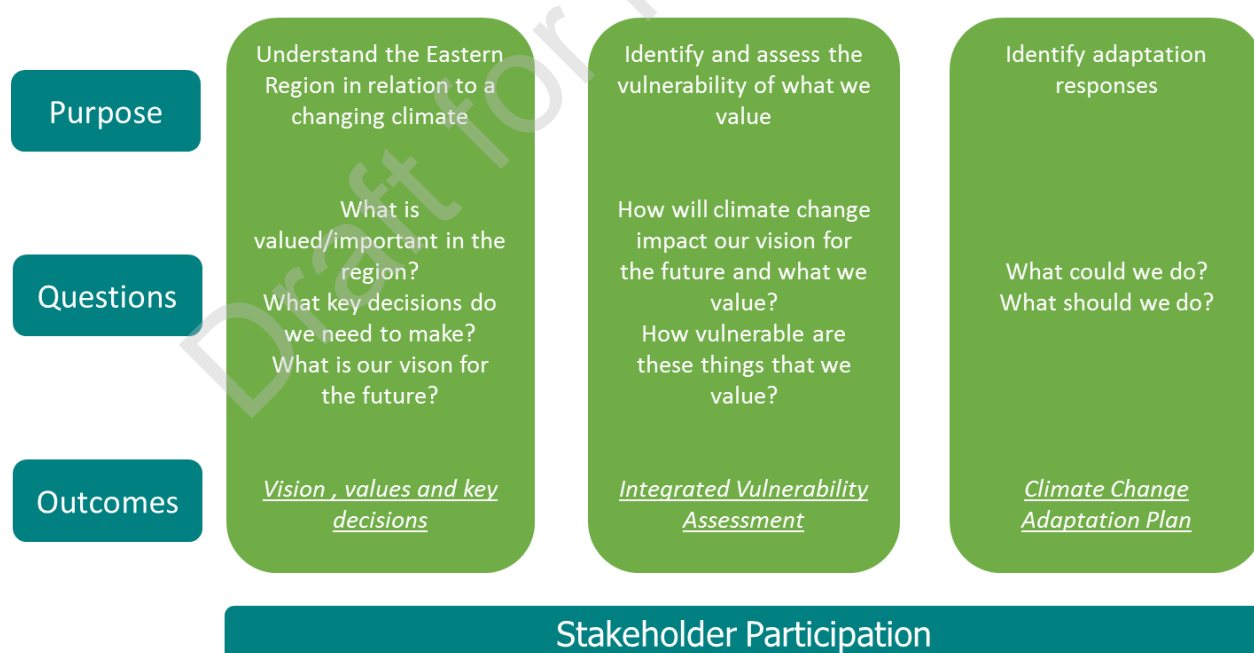
1.3. How has this Regional Adaptation Plan been developed?

This Regional Adaptation Plan was developed over three key stages (refer Figure 3) and has involved the active participation of the Region's key stakeholders, players and influencers in order to provide a strong foundation for ongoing coordination and collaboration to tackle the challenges of climate change into the future. The three project stages incorporated a series of workshops involving representatives of organisations that play a role in the Region's:

- Assets and infrastructure
- Emergency management
- Local economic development and sustainability
- Natural environment, open space and water
- Social and community resilience and health.

Appendix A lists those organisations/sectors that contributed to the preparation of the Regional Adaptation Plan.

Figure 3 Overview of approach to preparing the Regional Adaptation Plan



Delivery of these three stages resulted in the preparation of the following key reports:

- Vision, Values and Key Decisions Report-this report describes what is valued in the Eastern Region and considers how these values may be impacted by climate change
- Climate Projections for the Eastern Adelaide Region-this report describes the current and projected future climate of the Eastern Region
- Integrated Vulnerability Assessment Report-this report documents the assessment of valued aspects and features to determine their vulnerability to the impacts of climate change
- Regional Adaptation Plan-this report identifies adaptation options for the Region to build resilience and adapt to the impacts of climate change in relation to key areas of vulnerability and take advantage of any opportunities.

1.4. Guide to reading this Regional Adaptation Plan

Table 1 provides an overview of the content of each section of the Regional Adaptation Plan.

Table 1 Guide to reading the Regional Adaptation Plan

Section	Purpose
1 Introduction	Describes the Resilient East project partners, who the Plan belongs to, what it hopes to achieve and how it has been prepared
2 How will climate change be experienced across the Eastern Region?	Summarises the current and projected climate for the Eastern Region. This information was used to understand risks and opportunities presented by climate change
3 Understanding vulnerability and identifying areas for focussing adaptation action	Provides an overview of how areas for focussing adaptation action were identified based on: <ul style="list-style-type: none"> • Understanding what is valued in the region • Implementation and analysis of the Integrated Vulnerability Assessment • Identification of key decision areas for adaptation action • Identification and assessment of adaptation options utilising adaptation pathways analysis
4 Adaptation options for the Eastern Region	Provides further detail regarding adaptation pathways analysis Describes the pathway maps and how to interpret them Describes the adaptation options identified for each key decision area
5 Implementing the Regional Adaptation Plan	Summarises the adaptation options, discusses cross sectoral adaptation options with reference to the Adaptation Action Plan, and identifies enabling conditions to support the implementation of the Regional Adaptation Plan
6 References	List of documents referred to in the Plan
Appendices Appendix A	List of organisations/sectors that participated in the preparation of the Regional Adaptation Plan
Appendix B	Adaptation Action Plan which proposes cross sectoral, regional actions for adaptation options for more immediate implementation as well as suggested leaders and partner for actions

2

HOW WILL CLIMATE CHANGE BE EXPERIENCED BY THE EASTERN REGION?



2. How will climate change be experienced by the Eastern Region?

To assist with preparing the Regional Adaptation Plan, climate projections were prepared and documented in the Climate Projections for the Eastern Region Report³. Climate projections differ depending on a range of factors including which climate model, concentration pathway (previously referred to as emissions scenario) and timeframe for the concentration pathway are selected.

The Project Steering Committee that has overseen the preparation of the Regional Adaptation Plan considered the range of projections that could be used and chose to use data from the median model outputs to 2050 under a high (emissions) concentration pathway (RCP8.5). The use of a high emissions scenario was identified given that current evidence shows that we are currently tracking at high emissions. The timeframe of 2050 was selected to balance the need to incorporate a timeframe that reflected longer term decisions (e.g. asset delivery lifecycle considerations) and a timeframe that is not beyond reasonable and realistic timeframes to strategic planning for the Region's organisations.

This data was used to identify climate variables which describe various aspects of the future climate such as:

- Maximum and minimum temperature
- Extreme heat
- Quantity and seasonality of rainfall
- Intensity of extreme rainfall events
- Frequency and intensity of extreme fire danger days.

The changes in climate projected for the Eastern Region are summarised by Table 2.

Table 2 Summary of climate projections for the Eastern Region

Climate variable	Description (change by 2050-high emissions)
Annual average temperature	1.6°C increase in average annual maximum temperature
Extreme heat	2 or more days over 35°C will more than double
Annual average rainfall	7% reduction in average annual rainfall
Spring rainfall	21% reduction
Rainfall intensity	10% increase in extreme daily rainfall
Fire risk	Days of extreme fire risk will increase 5 fold by 2070 ⁴
Summer and autumn temperature -	1.5-1.6°C increase in average maximum temperature in summer and autumn
Winter and spring temperature	2°C increase in average maximum temperature in winter and spring

³ Resilient East (2015) *Climate Projections Report*, prepared by URPS and Seed Consultancy Services as part of the Resilient East consultancy led by URPS, for the Eastern Region in association with the Government of South Australia and the Australian Government

⁴ Note that data is not available for 2050 in relation to this variable.

3

UNDERSTANDING VULNERABILITY AND IDENTIFYING AREAS FOR FOCUSSING ADAPTATION ACTION



3. Understanding vulnerability and identifying areas for focussing adaptation action

The key objective of the Regional Adaptation Plan is to identify adaptation actions that reduce or address key vulnerabilities that are presented by climate change or build on areas of resilience and take advantage of opportunities.

The Integrated Vulnerability Assessment (IVA)⁵ undertaken in stage two of the project assessed 36 indicators that related to aspects or features valued by the Eastern Region to understand how they might be vulnerable to climate change. These indicators related to aspects or features of the Eastern Region which were considered to contribute to the following values identified during stage one of the project:

- Open and green spaces
- Water
- Community engagement, education and participation
- Community connection and inclusion
- Health, wellbeing and safety
- Habitat and biodiversity
- Governance
- Infrastructure and built environment
- Economic activity and vibrancy.

3.1. What is an IVA?

The IVA is a tool that enables consideration of both the potential impact of climate change (exposure and sensitivity) and adaptive capacity (refer Table 3 for definitions). Once implemented, analysis of the IVA enables aspects or features of the Region that may be more vulnerable than others to the impacts of climate change to be determined. This then allows areas of focus to be identified for adaptation planning.

Table 3 Definition of key terms

Term	Definition
Exposure	Exposure considers the likelihood of a feature or its function being subjected to change in relation to a particular climate variable. For example low lying land is more exposed to inundation from flooding, the entire Region is exposed to heatwaves and the Hills Face area is exposed to bushfire. For Resilient East, exposure relates to predicted changes in the climate at 2050
Sensitivity	Sensitivity considers the degree to which a feature or its functions are affected by change to a particular climate variable. For example, older people are more sensitive to heatwaves, non-irrigated open space is sensitive to reduced rainfall and native vegetation is sensitive to increased bushfire risk

⁵ Resilient East (2015) *Integrated Vulnerability Assessment Report*, prepared by URPS as part of the Resilient East consultancy led by URPS, for the Eastern Region in association with the Government of South Australia and the Australian Government

Term	Definition
Adaptive capacity (to cope with 2050 conditions)	Adaptive capacity is the ability or potential of a feature or function to adjust to climate change impacts (including climate variability and extremes). It enables systems to moderate potential damages, take advantage of opportunities, or cope with consequences and maintain the valued characteristics of that feature or function Consideration is given to what extent a feature or its function in its current form, with current management practices or funding, is able to continue to function, cope or adjust to the expected climate conditions at 2050. For example, water sensitive urban design (WSUD) can provide the ability for a streetscape to function in response to reduced rainfall, but if no WSUD measures are in place now, then the adaptive capacity would be considered to be less than if WSUD was currently in place

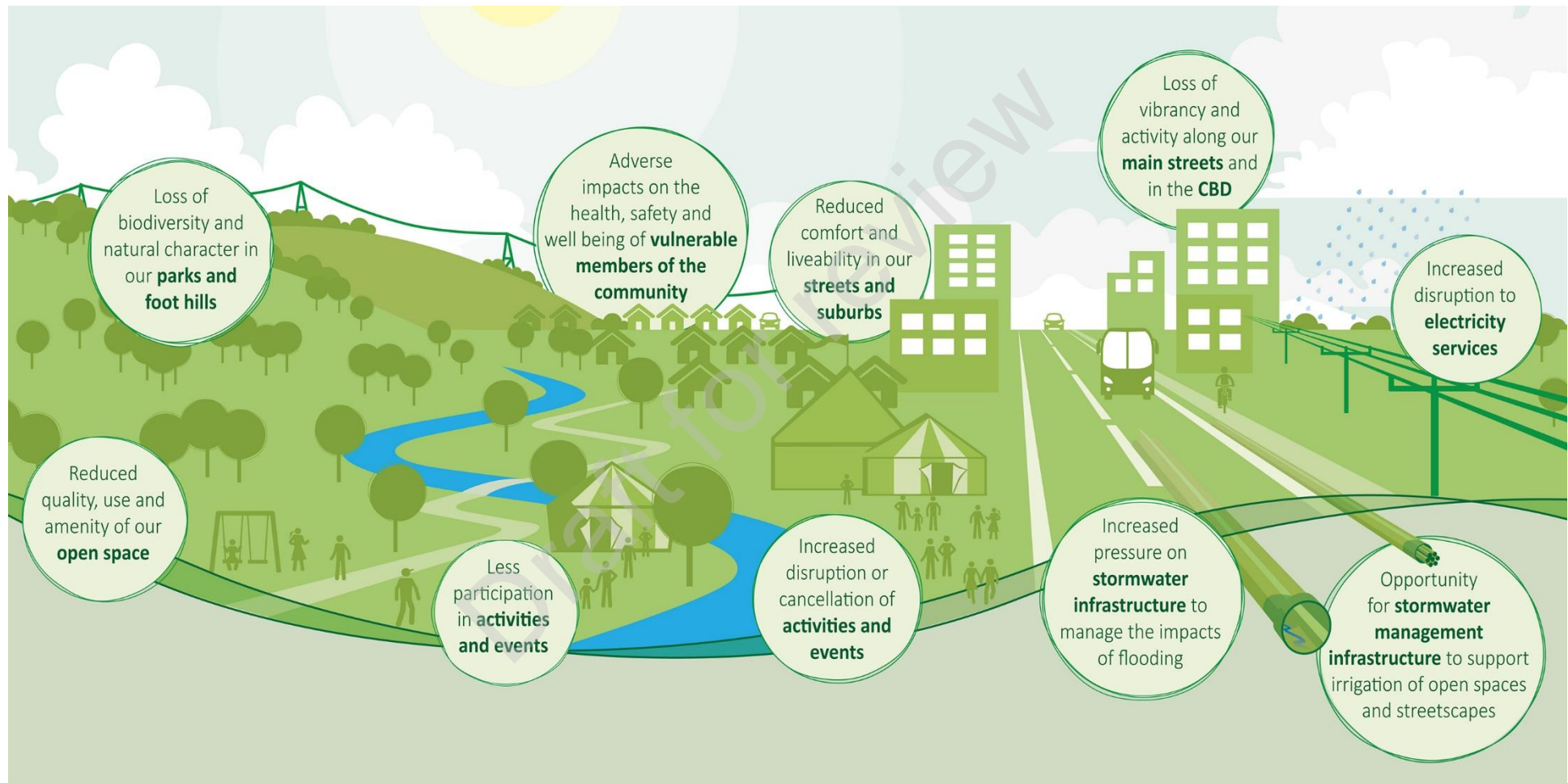
3.2. What did the IVA tell us?

Table 4 and Figure 4 show those valued aspects or features of the Eastern Region that were identified via analysis of the IVA as having a higher vulnerability to climate change than others.

Table 4 Indicators that were assessed by the IVA as having a higher vulnerability to climate change

Indicators that were identified by the IVA as having higher vulnerability to climate change
Amenity and liveability of medium and high density residential areas
Amenity, character and recreation opportunities provided by Linear parks
Amenity, character, habitat, biodiversity and recreation opportunities provided by natural open space (eg Council reserves, DEWNR parks)
Community participation in outdoor community events, celebrations and activities
Condition and extent of native vegetation
Condition of Aboriginal heritage (natural heritage e.g. watercourses, natural wetlands)
Condition of natural watercourses (biodiversity and amenity)
Effective functioning and utilisation of public realm (built infrastructure)
Effective functioning of arts and cultural facilities (art galleries, libraries, theatres, community centres)
Effective functioning of stormwater management features (WSUD, wetlands, basins, pumps)
Effective operation of electricity supply network
Employment in the health care and social assistance sector
Health, safety and wellbeing of vulnerable members of the community (people with disability)
Health, safety and wellbeing of vulnerable members of the community (those aged over 65)
Health, safety and wellbeing of vulnerable members of the community (CALD members of the community)
Low income individuals and/or families
Utilisation of open space
Wealth and vibrancy generated by major events

Figure 4 Valued aspects and features that are vulnerable to climate change or present opportunities



3.3. Transitioning from the IVA to adaptation planning

Adaptation pathways analysis was used to prepare the Regional Adaptation Plan. An important step in undertaking this approach is to frame the areas of focus identified by the analysis of the IVA as ‘key areas of decision making’.

Key areas of decision making comprise questions that the Regional Adaptation Plan is looking to respond to and are made up of the following elements:

- The objective of what the Eastern Region is looking to achieve in relation to an aspect or feature that is valued. For example, to provide, protect and manage [the aspect or feature]
- The valued feature or aspect that the Region is focussed on. For example, the health, safety and wellbeing of vulnerable members of the community
- The reason why the Region needs to take action, i.e. in response to a particular climate impact such as increased frequency and intensity of heat waves.

For the Resilient East Regional Adaptation Plan, 8 key areas of decision making were developed as summarised in Table 6 and their development is directly linked back to the IVA analysis (refer Integrated Vulnerability Assessment Report).

Table 5 Resilient East key areas of decision making

Theme	Proposed key area of decision making
Vulnerable members of the community (ie those needing assistance with core activities such as frail aged or people with a disability)	How do we improve the health, safety and wellbeing of vulnerable members of the community as the frequency and intensity of heat waves and bushfires increase?
Open and green spaces	How do we provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open space as our climate becomes warmer and drier and there is an increased risk of damage from heat waves and bushfires?
Natural landscapes	How do we protect and enhance the condition of natural landscapes across the plains and hills face as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?
Urban areas	How do we create better amenity and liveability in our urban areas as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?
Activity centres (eg main streets and CBD environment)	How do we improve the amenity and vibrancy of our activity centres as our climate becomes warmer and drier and the risk of heat waves increase?
Stormwater management infrastructure	How do we design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity as annual rainfall declines, rainfall intensity increases and the risk of heatwaves rises?
Community participation (services, places and spaces)	How do we support and grow participation in events, celebrations and activities as rainfall intensity, frequency, intensity and duration of heat waves and bushfire risk increases?

Theme	Proposed key area of decision making
Continuity of services	How do we minimise disruption to business, events and infrastructure and residents reliant on electricity as we are exposed to more frequent and intense heatwave and greater fire risk?

3.4. Understanding adaptation pathways analysis

As referred to above, adaptation pathways analysis has been used to prepare this Regional Adaptation Plan.

Adaptation pathways provides a way of considering and visualising adaptation options. Rather than being limited to identifying the best single set of adaptation options for a limited set of climate change scenarios, it enables decision makers and communities to consider a range of possible actions, how they will be impacted by climate change through time, and whether any options have a 'sell by date' (ie a point in time at which they are no longer viable or useful for addressing the impact being experienced). It also enables the exploration of what combination of options are most suitable for adapting to future climate change and how these could be sequenced over time (ie what should be done now, versus what can be delayed). This type of analysis can break down the disempowering sense that 'everything' will be affected by climate change, or that everything needs to be done at once.

4

ADAPTATION OPTIONS FOR THE EASTERN REGION



4. Adaptation options for the Eastern Region

Adaptation options have been identified and assessed in relation to the eight key areas of decision making (refer sections 4.2-4.10).

To develop adaptation options for each of the key areas of decision making, a range of information generated by the project was drawn upon including the project reports described at Section 1.2.

For each key area of decision making the following aspects are discussed:

- Why the area of focus is important to the Region
- How projected climate change may impact that area of focus
- How the Region can respond through adaptation.

Critical to the identification and assessment of adaptation options for each key area of decision making was consideration of the aspects summarised by Table 6. The majority of information documented in response to these aspects was generated by stakeholders from the Region at the adaptation options workshops.

Table 6 Key considerations for identifying and assessing adaptation options

Consideration	Questions we asked our Region	Why is it important to consider this?
Current practice	What are we currently doing in relation to the key area of decision making?	By understanding what we are doing now, we can think about what else we might need to do in the future as the climate changes
Thresholds for changing our approach	What are our levels of tolerance, or thresholds, for changing what we are doing as we experience changes in climate?	By understanding thresholds, we can identify when we might need to change our approaches so we can adapt to changes in climate
When what we are doing will no longer be enough to cope	Given what we understand about projected climate change, when might what we are doing no longer be enough to cope with changes in climate?	By understanding what we are doing now and how the climate might change, we can consider when our current approaches may not be enough to cope
Identifying adaptation options	What options are there to respond to the challenge posed by the key decision area?	By identifying options we can take action to adapt
Now or later	What adaptation options should be progressed now or later?	By understanding when options might be needed we can consider how to sequence actions over time as we don't need to do everything all at once
Identifying the preferred combination of options	What is the preferred combination of adaptation of options to be implemented to address the key area of decision making?	By understanding a preferred combination of options, we can plan and implement actions. This recognises that there is often no one adaptation response but multiple ways to address a particular climate impact

4.1. Interpreting the pathway maps

In addition to the descriptive text provided for each key area of decision making, a pathway map is also provided. The pathway maps set out both the range of adaptation options considered for each key decision area, and the preferred adaptation pathway made up of the preferred combination of options identified by the Region's stakeholders for implementation. The timing for each option and the relationship with other preferred options are also shown on the pathways.

Each pathway should be read in conjunction with the description of the relevant key decision area.

The horizontal axis of the pathway shows both a timescale, and expected changes to the climate that are relevant to the key decision area.

The range of adaptation options identified for the key decision area are listed on the left of the pathway map.

Against each option is a combination of dots and lines that indicate:

- The contribution of the option to the relevant key decision - whether it fully or partly addresses the decision
- The favourability of the option
- The time period over which the option is effective
- The time period before an option is implemented during which preparatory work is required
- Decision points where decision makers need to choose between options
- The preferred pathway through all of the options listed.

Figure 5 describes the symbology used and a legend accompanies each pathway map.

A vertical line through 'decision point' circles identifies a point in time at which a decision needs to be made between different options. The timing of the decision is indicative relative to the x-axis. This is based on the premise that as climate changes some options will become less suitable as adaptation measures and so new ones may be required.

For each pathway, 'current practice' is the first listed option. This relates to all aspects of the current approach being taken to the decision area, for example current funding, management, and maintenance regimes. The length of the adjacent line shows how long the current approach with no changes can be expected to effectively address the key area of decision making.

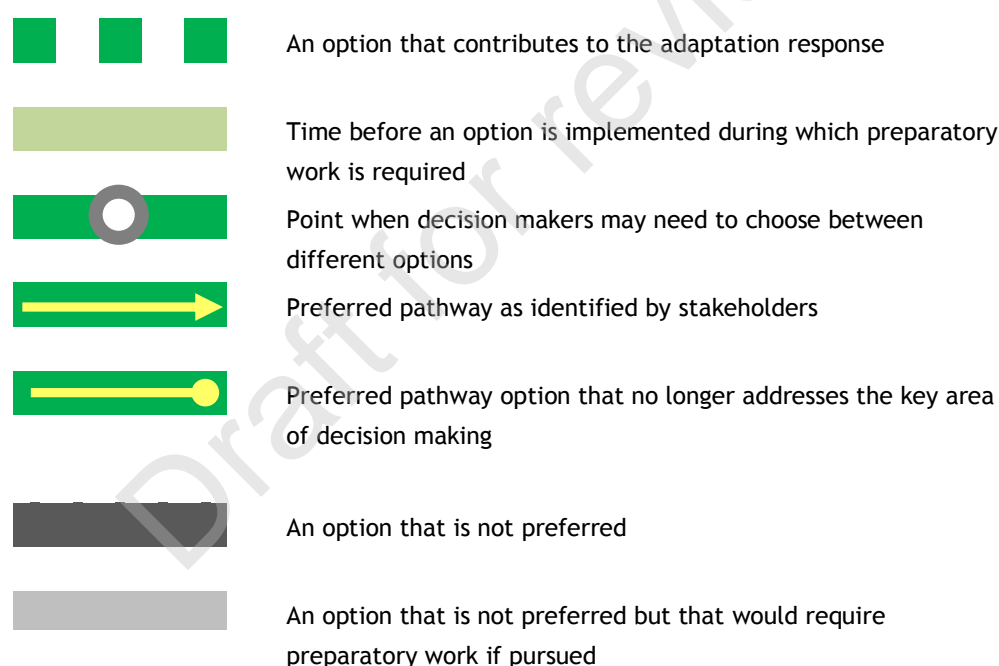
4.1.1. Understanding the preferred pathway

The preferred pathway (yellow line/s) identifies which options should be progressed now and into the future based on currently available information and preferences for implementation, including information provided by stakeholders at the adaptation workshops.

The preferred pathway does not preclude current actions that contribute to future adaptation from continuing but rather indicates actions over and above current practice that are required to enable adaptation to climate change impacts. The pathways should be reviewed at least every 5 years, at which time new information may suggest that the preferred pathway should take a different course through potential options.

It should be noted that although there was significant stakeholder involvement in the preparation of the pathways, further assessment of options by relevant individual sectors may still be required.

Figure 5 Pathway map symbology



4.2. Activity centres

Why are activity centres important to the Region?

Activity centres throughout the Eastern Region are valued for their contribution to the quality of life of residents and visitors through the provision of goods and services, employment and investment opportunities, and vibrant destinations for shopping, socialising and celebration.

How will climate change impact activity centres?

The IVA found that the Region's activity centres will be impacted by climate change due to warmer and drier conditions and climate extremes such as heatwave which will influence amenity and vibrancy, particularly main streets and the CBD environment. The IVA found that visitation to outdoor activity centres is likely to reduce during extreme climate events such as heatwaves and intense rainfall, thereby impacting on local businesses and the economy. Conversely visitation to indoor mall style environments may increase, as people seek out or retreat to protected areas to socialise and shop.

How do we improve the amenity and vibrancy of our activity centres as our climate becomes warmer and drier and the risk of heat waves increase?

A range of measures are already being implemented across the Region that will contribute to the adaptation of activity centres. These include public realm upgrades, shading of play spaces, drip irrigation systems and mulching for landscaping, shaded walkways between buildings or at entry points, sheltered bus stops and business groups working together (e.g. Rundle Mall). Despite these efforts, the region's stakeholders identified that within five years, these measures will be insufficient on their own to help activity centres adapt to future changes in climate and ensure that centres remain vibrant and attractive places to visit.

Immediate priorities for adaptation in relation to activity centres are to (refer Figure 6):

- prepare and implement climate-ready guidelines for public realm, green infrastructure and urban design
- install water sensitive urban design (WSUD) features and infrastructure to capture and reuse rainwater and stormwater
- advocate for amendments to the Building Code of Australia
- provide 'rest and revive' facilities within activity centres
- support the development of emergency management plans for activity centres.

Of these actions, the climate-ready guidelines should be completed within 5 years and then further refined through time as conditions on ground change and lessons are learned about the effectiveness of various design features. Regarding the public realm these guidelines should include advice on appropriate material and tree species selection, shade cover, inclusion of WSUD features, opportunities for misting infrastructure and water features. In relation to design policy, the guidelines should advise on materials selection with low heat absorption, integration

of built and green areas, energy efficiency requirements, passive heating and cooling, solar capture and green roofs and walls.

To assist with the natural cooling of activity centres that is provided by vegetation, irrigation will be critical particularly given warmer and drier conditions. Well-designed WSUD features can make good use of low rainfall events by retaining water on site, and other opportunities to capture and reuse rainwater and stormwater can contribute to meeting irrigation demand.

Providing 'rest and revive' facilities will require initial planning followed by ongoing implementation. These facilities are spaces or places within activity centres where people can take a break and have a drink in the presence of trained staff. These facilities could be provided privately by centre owners, or by organisations such as Councils within existing public buildings/facilities such as libraries, or in public/private partnerships. These facilities are likely to be required more during heatwaves as well as high fire danger days when visitation to centres increases as hills' residents come down to the plains.

Supporting the preparation of emergency management plans for activity centres will assist centres to prevent, prepare, respond and recover in relation to extreme events such as bushfire and heatwave and the associated impacts such as electricity disruption.

Starting in five years, appropriate planting should occur around activity centres. This five year delay is intended to allow for sufficient time to prioritise planting locations (e.g. high traffic and denser areas) and for the climate ready guidelines to be completed, which will inform species selection.

Also to commence within 5 years will be ensuring that asset management plans are climate ready and are able to help with long term planning. This will require a description of climate impacts, potential increases in the need for asset renewal and direction on Councils' role in managing climate impacts.

Over the coming 10 years any necessary amendments to the Building Code of Australia should be advocated for through lobbying of relevant Federal and State government agencies and industry associations. The aim is to make certain building features mandatory which will assist in reducing the impacts of climate change and enable adaptation. While it is recognised that continuing amendments will likely be required, this initial tranche of work will make the changes necessary to build resilience into activity centre buildings.

In 30 years' time, it is anticipated that adaptation will require changes to business practices such as altered hours of operation to avoid hot periods of the day, perhaps even closure for extended periods (eg 1 to 4pm). This will be linked with broader societal changes in working hours or practices (eg working from home) that may occur across other parts of the economy.

Decisions to change the combination of adaptation options or transition to new options will be influenced by thresholds being exceeded relevant to the operation of activity centres. A key threshold is the potential for the closure of main street shops and businesses as a result of power black outs as a result of extreme events such as heatwave and bushfire. Repeated electricity

blackouts will likely bring forward different types of adaptation options. Other thresholds that will influence the choice of adaptation options include:

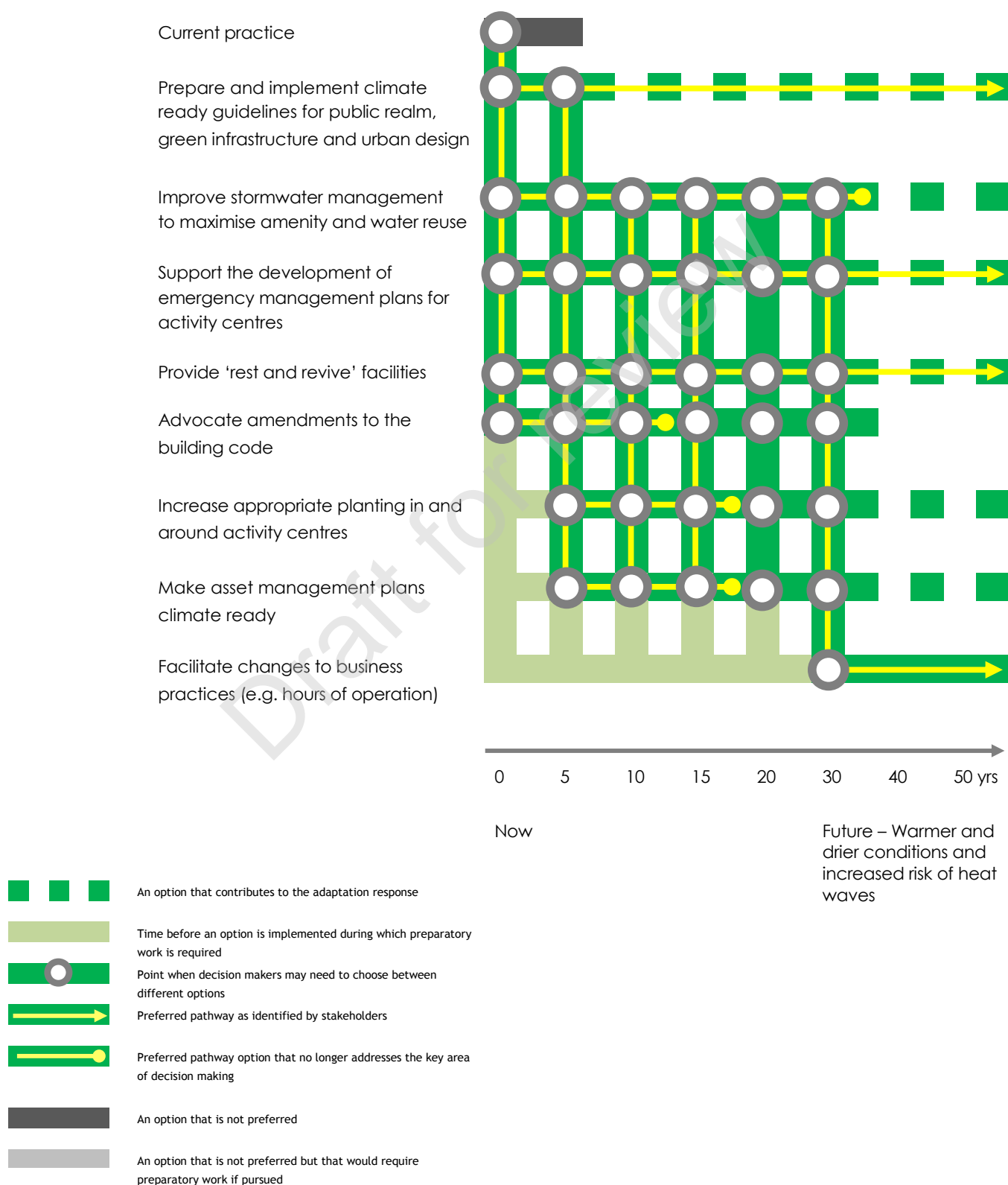
- vegetation mortality increasing the urban heat island effect, which in turn could reduce visitor numbers to activity centres
- increasing operating costs for businesses because of climate-related drivers
- increasing hospital admissions as a result of extreme events
- inability to provide a comfortable indoor environment to encourage visitors
- cancellation of events such as street festivals, fairs, pageants and Christmas carols.

Summary of key findings

To improve the amenity and vibrancy of the Region's activity centres, immediate priorities for adaptation are to prepare climate-ready guidelines for public realm, green infrastructure and urban design; install WSUD features and infrastructure to capture and reuse rainwater and stormwater and infrastructure; advocate for amendments to the Building Code of Australia; support the development of emergency management plans for activity centres; and provide 'rest and revive' facilities. In the longer term adaptation will require changes to business practices such as operating hours.

Figure 6 Activity centres pathway map

How do we improve the amenity and vibrancy of our activity centres as our climate becomes warmer and drier and the risk of heat waves increase?



4.3. Community participation (services, places and spaces)

Why is community participation important to the Region?

Community participation in events, celebrations and activities is valued by the Eastern Region for its contribution to community connection and inclusion, quality of life and vibrancy and the generation of commerce, investment and employment. Community participation is facilitated by a range of services (eg community transport), places (eg community centres and libraries) and spaces (eg parks, plazas and streetscapes).

How will climate change impact community participation?

The IVA found that participation in events, celebrations and activities will be impacted by climate change due to increasing rainfall intensity and climate extremes such as heatwave and bushfire. These changes will impact the ability of spaces and places such as parks and open spaces, community buildings, streets and plazas to hold events, celebrations and activities as well as people's desire and ability to participate.

How do we support and grow participation in events, celebrations and activities as rainfall intensity, frequency, intensity and duration of heat waves and bushfire risk increases?

Work in the Region is already helping to build adaptive capacity to support and grow participation in events, celebrations and activities. This includes measures such as encouraging volunteering, developing heat wave policies for events and opening public facilities such as swimming pools for longer on hot nights. Despite these efforts, the Region's stakeholders identified that within five years, these and similar actions will be insufficient on their own to enable community participation to adapt to a changing climate.

There are two adaptation priorities identified for immediate implementation in relation to community participation (refer Figure 7). First is to define Council and stakeholder roles, responsibilities and liabilities regarding the management of events, celebrations and activities. This recognises that Councils have specific responsibilities regarding risk management as the service provider or venue owner of many parks, community centres, swimming pools and other facilities. Such work can ensure that basic risk management practices are adhered to such as ensuring Council emergency numbers are displayed for after-hours users.

The other immediate priority is to commence the regular review and update of risk management plans. This will involve ensuring that event risk management plans are in place and that guidelines are prepared regarding bushfire risk management and heatwave responses (eg budget for heat wave contingencies, extra potable water, trained staff and misting tents).

In five years' time, a number of additional adaptation options will be required including:

- increasing community education and awareness raising activities regarding heatwave and bushfire risk

- engaging the community in decision making regarding the level of service provision to be provided and the implications of different levels of service (ie costs of increased irrigation, extended opening hours of facilities etc)
- fit for purpose management of open space and infrastructure. This would involve determining the use of a given area and ensuring that it is maintained to an appropriate standard (eg applying a different irrigation regime for ovals used for sporting pursuits compared with facilities used for general walking and cycling)
- using technology to provide warnings about extreme events such as heatwave and bushfire and providing updates on community services/events
- managing stormwater to minimise the risk of flooding and maintaining the ability to hold events
- supporting community groups to develop resilience plans
- identifying alternative options to deal with electricity failures (eg installation of backup power supplies such as generators).

Constructing multi-use indoor facilities is not likely to be required for at least 20 years. The lead time prior to implementation will enable assessment of the types of facilities required as the climate continues to change in the Region and the impacts on community participation are better understood.

A range of thresholds are relevant to decision making regarding the choice of adaptation options to support and grow community participation, with disruption to services or programs as a result of extreme events more than four times per year a significant trigger. Other thresholds could include:

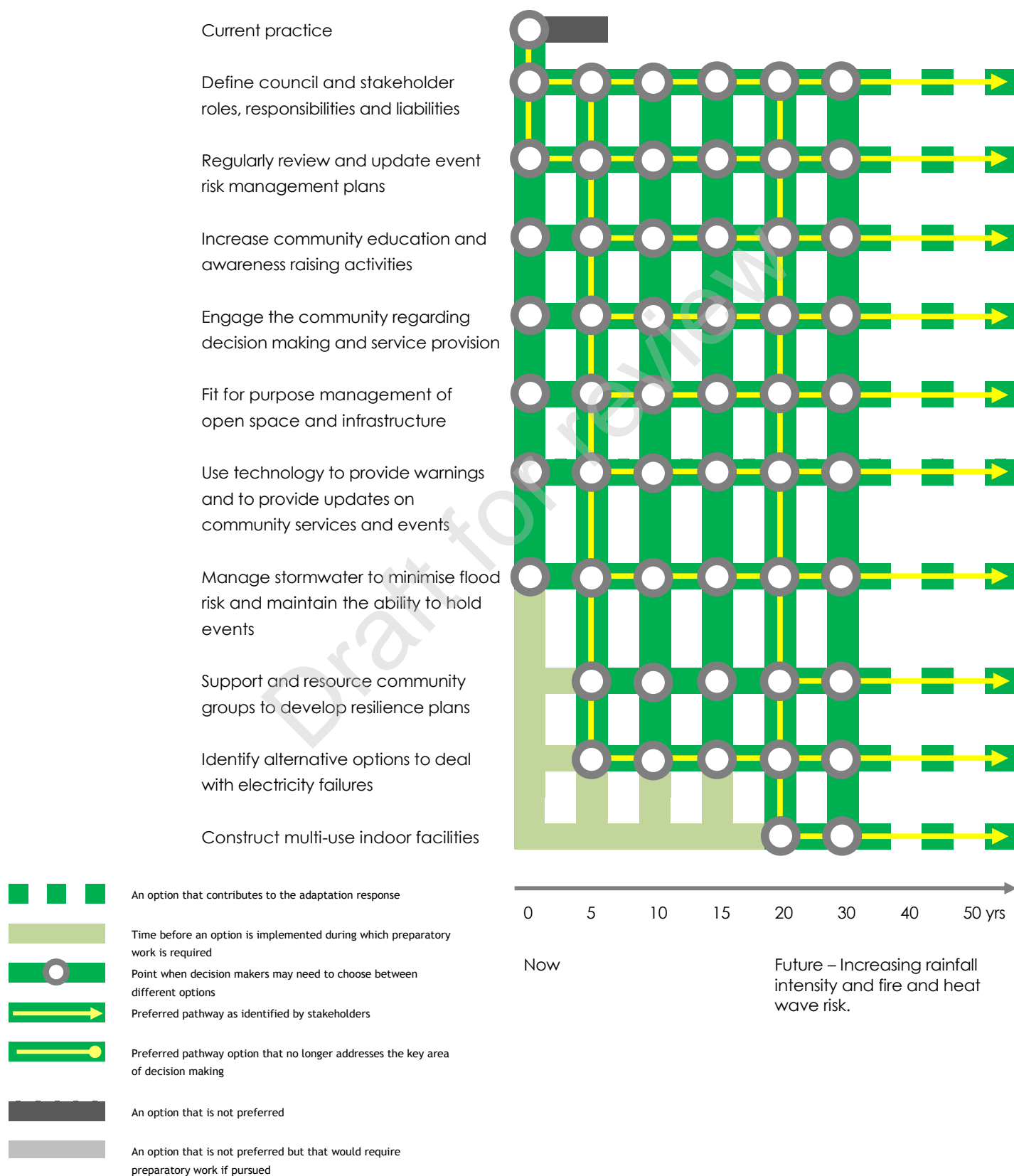
- an increase in the number of major events cancelled as result of extreme events, with a 30-40% increase likely to trigger different management responses
- a reduction in attendance at events, with a 20% reduction in the number of attendees a likely trigger
- a reduction in the availability of suitable locations for events and activities, with a 10% decline a likely trigger.

Summary of key findings

To support and grow participation in events, celebrations and activities in the Region, the immediate priorities for adaptation are to define council and stakeholder roles, responsibilities and liabilities regarding the management of events, celebrations and activities, and commence regular reviews and updates of risk management plans, especially for council owned venues and services. Future adaptation options may include constructing multi-use indoor facilities.

Figure 7 Community participation pathway map

How do we support and grow participation in events, celebrations and activities as rainfall intensity, frequency, intensity and duration of heat waves and bushfire risk increases?



4.4. Continuity of services

Why is continuity of services important to the Region?

The continuity of electricity services is valued by the Eastern Region as it underpins the economy and the amenity and quality of life of the community. It also enables the many activities, events and services to be provided by the Region that are of local, State, National and International significance.

How will climate change impact continuity of services?

The IVA found that the continuity of services will be impacted by climate change due to disruptions to electricity services during climate extremes such as heatwave and bushfire.

How do we minimise disruption to business, events and infrastructure and residents reliant on electricity as we are exposed to more frequent and intense heatwave and greater fire risk?

Awareness about the impacts of heatwaves and bushfire on the continuity of essential services is high. As such, many aspects of current practice already provide some degree of adaptive capacity, such as clearing of native vegetation near powerlines by SA Power Networks and the shift by some residents towards home based solar photovoltaic power systems. However, despite these and other measures being in place, it is unlikely that current practice will provide sufficient adaptive capacity in the face of future climate change.

Immediate priorities for adaptation in relation to continuity of services (refer Figure 8) separate to the work already being undertaken in the Region include:

- raising the awareness of business owners and infrastructure owners and operators about the potential impacts of disruptions to electricity supplies
- undertaking event risk management planning which includes considering the need to reschedule events should electricity supplies be disrupted during heatwaves and bushfires
- improving communication and coordination with essential services providers
- increasing the participation of business and infrastructure owners and operators in continuity planning, with the aim of supporting them to better understand their organisational resilience so they are able to recover quickly following a heatwave or bushfire. A range of tools and existing information sources are available from the South Australian Department of State Development and Australian Government Attorney-General's Department.

While not required immediately, increased electricity feeder automation should occur within 10 years. This would be deployed by SA Power Networks and follow on from the first phase of the Feeder Automation Project. A feeder automation roadmap is provided by SA Power Networks in its Smarter Network Strategy 2014-2025. As the climate changes further in the coming decades, work will also be required to upgrade cooling systems for telecommunication exchanges. This will occur gradually as part of routine maintenance and upgrade of such infrastructure.

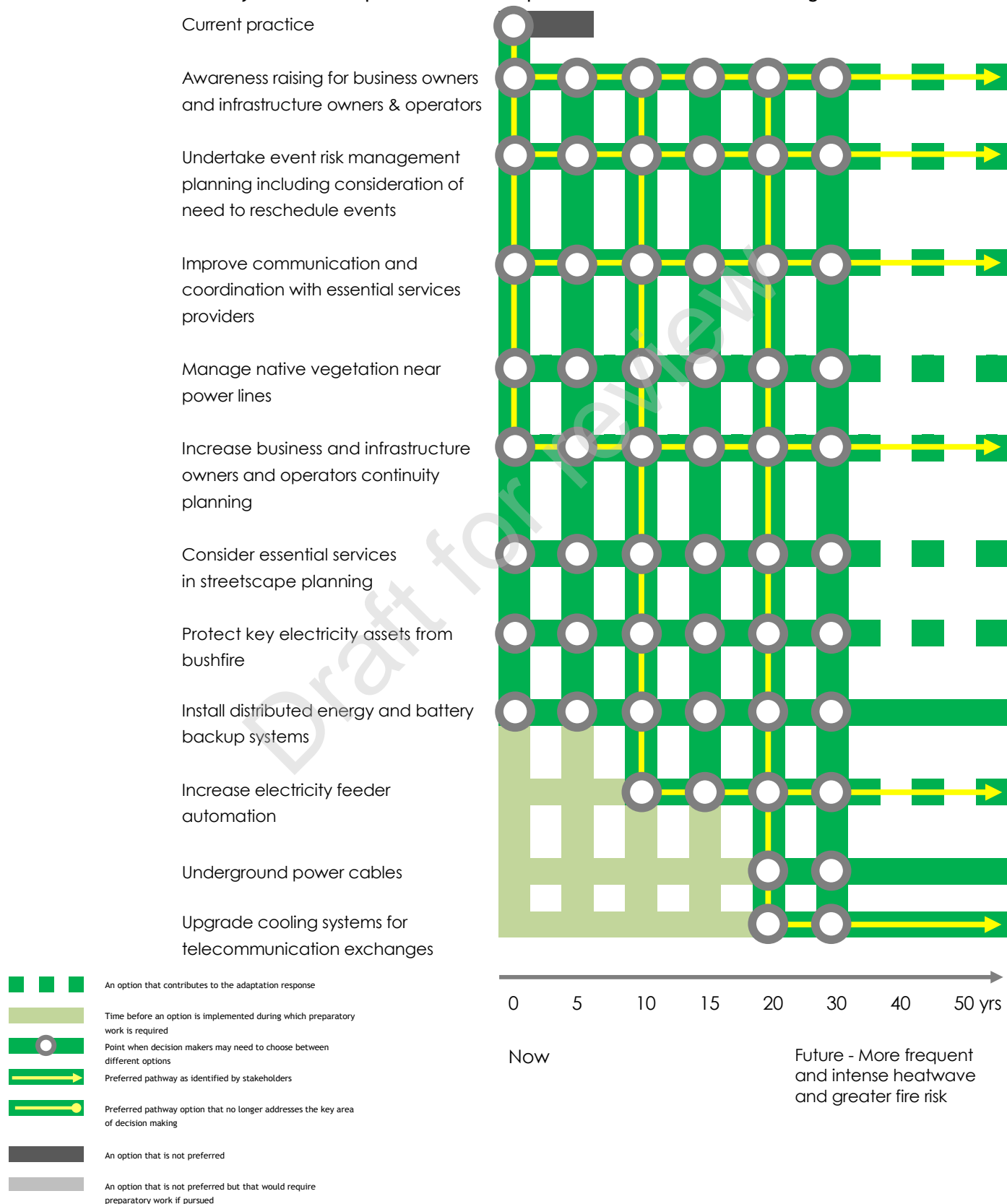
Various thresholds exist that are likely to trigger a change in the management of electricity supply and distribution infrastructure to adapt to a changing climate. Some of these thresholds may be related to the life span of physical assets whilst others will be based on expectations about service delivery, the frequency of blackouts and increases in the cost of electricity (access and supply charges). The cost and rate of uptake of distributed energy systems, such as solar PV combined with battery storage solutions, is also likely to have a major impact on the adaptation options pursued to maintain continuity of electricity supply.

Summary of key findings

To minimise disruption to business, events and infrastructure and residents reliant on the continuity of electricity services, immediate priorities for adaptation are to raise the awareness of business owners and infrastructure owners and operators about the potential impacts of disruptions to electricity supplies; undertake event risk management planning; improve communication and coordination with essential services providers; and increase the participation of business and infrastructure owners and operators in continuity planning.

Figure 8 Continuity of services pathway map

How do we minimise disruption to business, events and infrastructure and residents reliant on electricity as we are exposed to more frequent and intense heatwave and greater fire risk?



4.5. Natural landscapes

Why are natural landscapes important to the Region?

The natural landscapes of the Eastern Region are valued for their intrinsic value and the contribution they make to the Region's amenity and character. Natural landscapes include the remnant vegetation and foothills environments and the biodiversity scattered throughout the more urbanised areas such as along streets and in parks and reserves. Aboriginal heritage, including watercourses, pools, wetlands and areas of vegetation, is also inextricably linked to the condition of natural landscapes.

How will climate change impact natural landscapes?

The IVA found that climate change will impact the condition of natural landscapes due to warmer and drier conditions and climate extremes such as heatwave and bushfire. Remnant native vegetation may experience declining condition as a result of drying, plant loss, and introduction of disease and may also be damaged by bushfire. Existing biodiversity threats including pest plants and animals may become greater as pest plants and animals are often opportunistic and have a greater ability to respond to disturbance than native species.

How do we protect and enhance the condition of natural landscapes across the plains and hills face as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?

There are various aspects of current practice that already contribute to adaptation of natural landscapes. For example, various threats to native flora and fauna such as pest plants and animals and fire are actively managed; biodiversity is already incorporated into urban landscapes; seed collection of local genetic material occurs; erosion control measures are in place and revegetation programmes are being implemented. The approach to management of natural landscapes in the Region is outlined in plans prepared by Natural Resources Adelaide and Mount Lofty Ranges and the biodiversity management plans (or similar) of individual Councils. However, the Region's stakeholders identified that within 5 years, current practice will no longer be sufficient to protect natural landscapes as the climate changes.

Adaptation for natural landscapes will require a broad range of options to be implemented, now and into the future (refer Figure 9). Adaptation options for immediate implementation are as follows:

- increasing community climate change education and participation, focussing on sectors of the community not currently involved with management of natural landscapes
- developing and implementing a standard method for evaluating native and pest flora and fauna trends across Local Government areas. Where possible this should seek to involve the community such as through citizen science approaches
- adapting approaches to biodiversity conservation planning, including updating biodiversity plans to balance biodiversity values with protecting built assets considering increasing bushfire risk

- undertake watercourse management to protect water ways from climate extremes including identifying alternate water sources for environmental flows (e.g. treated wastewater), erosion management, revegetation and coordinating the approach to management of Linear Park
- implementing locally appropriate fire management activities that are relevant to natural landscapes, including on private land
- strategically prioritising pest plant and animal and disease control
- retaining existing and acquiring additional recreational open space for natural landscapes as a way to increase landscape connectivity, noting that this option could conflict with a desire to maintain recreation spaces which for some Council areas in the Region have limited open space for recreation already.

A major initiative that will enable natural landscapes to transition to a future climate is the assisted migration of native flora and fauna. This will involve introducing species from areas with lower rainfall and higher temperatures more akin to the projected future climate of the Region. While it is not required for at least a decade, significant research is needed to determine the appropriate way for this to occur and to further clarify the necessary timing. At the same time as research is being undertaken, other options should also be explored such as introducing new genotypes rather than species and consultation should occur with the community regarding the negative perceptions that might arise as a result of the loss or change in character of ecosystems.

There are several thresholds that could impact decision making for the management of natural landscapes. Importantly, there is recognition that public perceptions of thresholds may at times be more important than scientific thresholds (eg loss of koalas during periods of extreme heat). Thresholds could include:

- species loss, especially in relation to extreme climate events
- loss of habitat and increased frequency of bush fires limiting regeneration
- loss of houses from bushfire
- increased pest plant or animal populations
- loss of trees
- critical water quality events such as algal blooms during droughts.

Summary of key findings

To protect and enhance the condition of natural landscapes across the plains and hills, immediate priorities for adaptation are increasing community climate change education and participation; developing and implementing a standard method for evaluating flora and fauna trends; adapting approaches to biodiversity conservation planning; protecting water ways from climate extremes; implementing locally appropriate fire management activities; strategically prioritising pest plant and animal control; and retaining existing and acquiring recreational open space for natural landscapes to increase connectivity.

Figure 9 Natural landscapes pathway map

How do we protect and enhance the condition of natural landscapes across the plains and hills face as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?



4.6. Open and green spaces

Why is open and green space important to the Region?

Open and green spaces in the Eastern Region are highly valued for the contribution they make to the Region's character and amenity and creating environments that people want to spend time in. These open and green spaces also contribute to the health and wellbeing of the community through the opportunities they provide for recreation, relaxation and social connection and contribute to biodiversity in the Region.

How will climate change impact open and green space?

The IVA found that open and green spaces will be impacted by climate change due to warmer and drier conditions and climate extremes such as heatwave and bushfire. The effect will vary for open and green spaces across the Region depending on their access to irrigation and location in proximity to or within fire risk areas.

How do we provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open space as our climate becomes warmer and drier and there is an increased risk of damage from heat waves and bushfires?

Open and green space is already being actively managed in a way that contributes to the Region's adaptive capacity. For example, recycled water is being used for irrigation, best practice irrigation is being adopted in some areas, the amount of open grassed areas is being reduced in favour of mulch and shade structures to protect heat sensitive facilities are being installed. Despite these efforts, the Region's stakeholders identified that within five years current actions on their own will be insufficient to address climate change impacts on open and green spaces.

There are four immediate priorities for adaptation of open and green space in the Region (refer Figure 10). The first, which should be completed within five years, is the preparation of 'climate-ready' guidelines for open space management. These will address appropriate material and species selection, the ratio of grassed to planted areas, shade cover, lighting for evening activities, diversification of use and best practice irrigation. Once completed the elements of the guidelines will need to be integrated into existing management plans.

Also requiring immediate implementation, but for which ongoing delivery is needed, are

- accelerating existing tree condition assessment and management
- improving stormwater management to maximise amenity and water reuse, which will aid in reducing reliance on other water sources
- increasing shading of paths, facilities and amenities using trees and other infrastructure.

Accelerating existing tree condition assessment and management, while ongoing, is also a precursor action to making decisions in five to fifteen years' time about the area of open and green space to be maintained. The objective of this process will be to provide a smaller area of open and green space to a higher standard. This will lead to reductions in the area of irrigated open space in some suburbs, and identification of strategic locations where the area of open space may be increased to aid urban cooling (eg adjacent activity centres and/or in denser urban areas). Decisions about the extent of irrigated open green space will be influenced by the forecast cost and availability of water in the Region.

In the longer term, adaptation options that may be considered for protecting the amenity, biodiversity and recreation opportunities provided by open and green space include developing cooperative management and funding arrangements for regional facilities and open space and avoiding construction of assets in high risk areas. Constructing or redeveloping multi-use facilities or abandoning areas of open space however, are not favoured at this point in time.

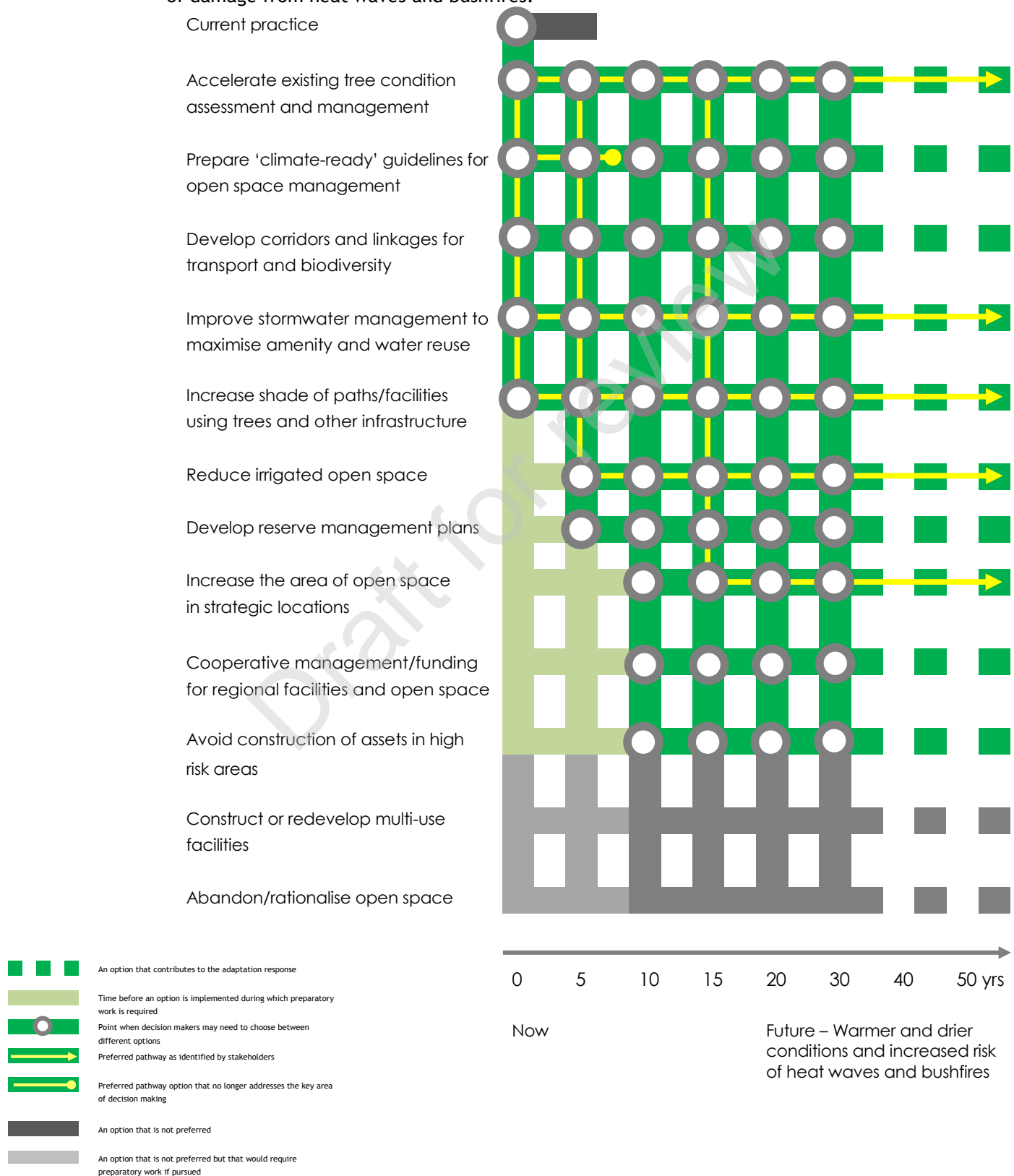
Decisions regarding the management of open and green space will be influenced by thresholds being exceeded in relation to a range of factors. Relevant to irrigation will be reductions in rainfall and changes to allocations by SA Water, the latter being experienced during the Millennium Drought when water restrictions resulted in some reserves not being irrigated. Increasing cancellation of events or heightened fire risk in some areas of open space in the Region will also impact on decision making.

Summary of key findings

To provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open and green spaces in the Region, immediate priorities for adaptation are to prepare 'climate-ready' guidelines for open space management; accelerate existing tree condition assessment and management; improve stormwater management to maximise amenity and water reuse; and increase shading of paths/facilities using trees and other infrastructure. In five years, the major adaptation priority will be to determine which areas of open and green space should be the focus of management resources into the future.

Figure 10 Open and green spaces pathway map

How do we provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open space as our climate becomes warmer and drier and there is an increased risk of damage from heat waves and bushfires?



4.7. Stormwater management infrastructure

Why is stormwater management infrastructure important to the Region?

Stormwater management infrastructure is valued by the Eastern Region for its contribution to flood mitigation to protect the built and natural environment and public safety. It is also valued for its contribution to supporting the sustainable use of water resources through measures such as wetlands and water sensitive urban design (WSUD) which assist with maintaining other aspects valued across the Region through the irrigation of open space, streetscapes and public realm.

How will climate change impact stormwater management infrastructure?

The IVA found that stormwater management infrastructure will be impacted by climate change due to increasing rainfall intensity which will place it under increasing pressure, particularly where infrastructure is ageing or designed to standards inconsistent with projected climate change. Stormwater management infrastructure will also play an important role in enhancing the amenity of the Region, facilitating the harvest and reuse of water for irrigation and cooling of the urban environment as annual rainfall declines and the risk of heatwaves increases.

How do we design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity as annual rainfall declines, rainfall intensity increases and the risk of heatwaves rises?

Local Government and State Government agencies are already involved in significant amounts of work that will improve the management of stormwater, such as developing stormwater management policies and standards, wetland construction, constructing WSUD features, recharging aquifers, and through collaboration at a landscape scale via the Waterproofing the East scheme. While these actions contribute to building adaptive capacity, the Region's stakeholders identified that within five years, current practice will no longer be sufficient to manage stormwater as the climate changes.

An immediate priority for adaptation (refer Figure 11) is to support Water Sensitive SA, focusing on its work to develop guidelines and construction standards for WSUD tailored to local conditions. This is considered a priority for the coming decade, after which the necessary standards should be in place to guide future investment and construction of stormwater infrastructure by Councils. Complementing this work, also to occur over the coming decade, should be a review of stormwater infrastructure design standards to ensure they address changes in average return interval (ARI) and flood protection standards and integrating these into asset management and work scheduling.

The following options are immediate priorities, but require ongoing delivery:

- increased onsite detention and storage (eg mandated rainwater tanks) to enable stormwater systems to cope with infill development and increasing housing density
- improve flood management and riparian rehabilitation, including erosion management

- community education and awareness raising regarding the risks of flooding, building on the working already being undertaken in this regard through the Department of Environment, Water and Natural Resources and the State Emergency Service Floodsafe program.

Within five years several priority options should be undertaken, which collectively will require implementation over a five year period. These options are:

- mandating targets for WSUD
- integrating the management of stormwater within and across Councils and State agencies to better coordinate decision making, investment, delivery and construction of new infrastructure
- update modelling and mapping for stormwater management plans such as by considering changes in intensity and ARI.

Within 30 years adaptation may need to move toward reclaiming water course corridors. This action will be targeted at reducing flood risk to private and public buildings and infrastructure. It would involve reclaiming and zoning of water course corridors as open space by purchasing flood-prone properties and/or easements and re-establishing natural waterways. While not proposed for implementation for a number of decades, planning work should commence in the short term.

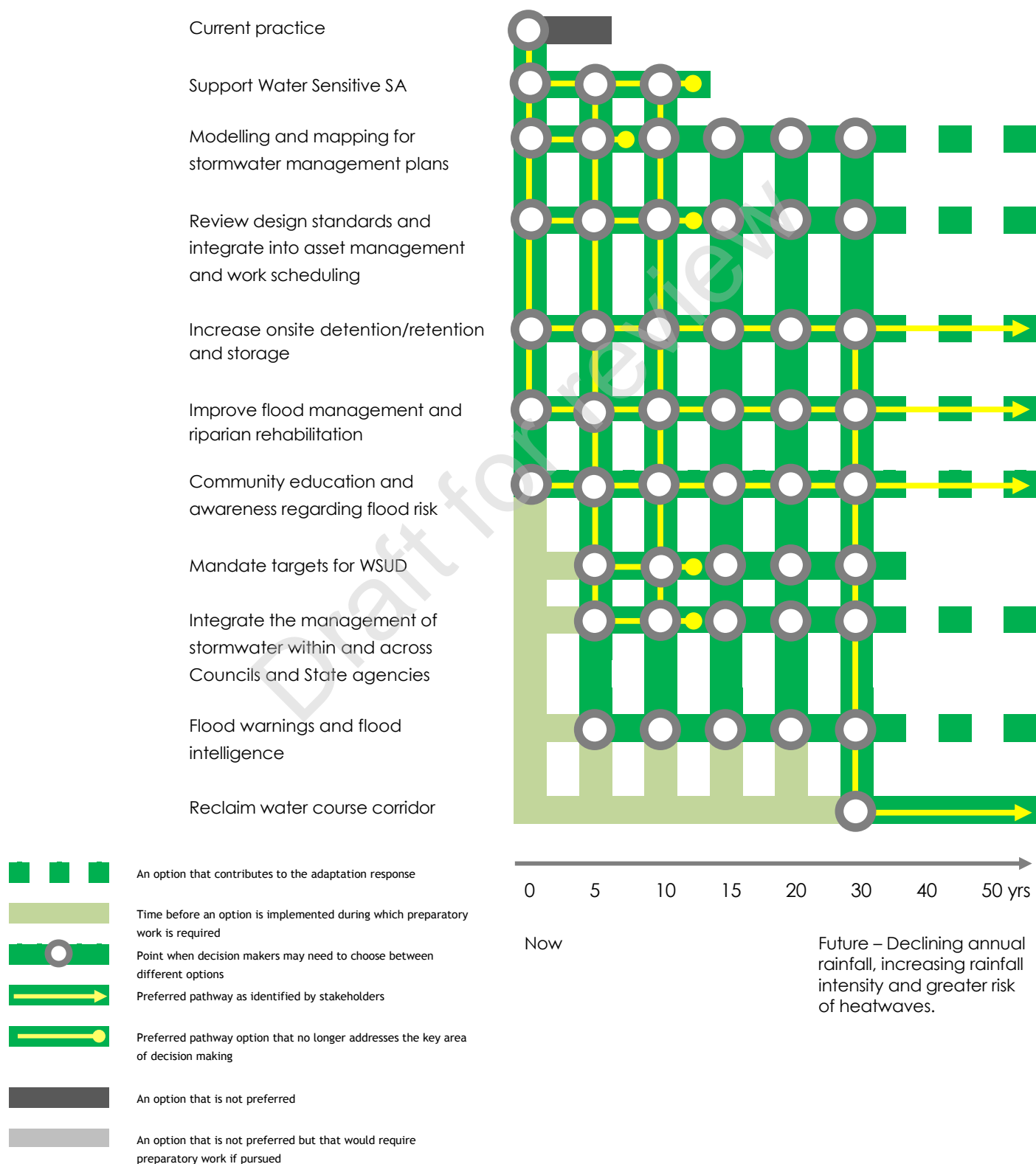
A range of thresholds exist, which if exceeded, could trigger a change in the combination of adaptation options deployed to manage stormwater. The most significant threshold is likely to be in relation to the frequency of flood events that lead to inundation above home floor levels. Other thresholds could be in relation to deaths and hospital admissions as a result of extreme events, insurance premiums and costs to repair flood damage, and erosion and water quality.

Summary of key findings

To design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity, immediate priorities for adaptation are to support Water Sensitive SA; review stormwater infrastructure design standards; integrate approaches to asset management and work scheduling; increase onsite detention and storage; improve flood management and riparian rehabilitation; and community education and awareness building. Longer term adaptation may require the reclamation of water course corridors.

Figure 11 Stormwater management pathway map

How do we design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity as annual rainfall declines, rainfall intensity increases and the risk of heatwaves rises?



4.8. Urban areas

Why is the amenity and liveability of our urban areas important to the Region?

The urban areas of the Eastern Region are valued for their contribution to amenity and quality of life of the people who live, work and visit the Eastern Region. 55% of the Region is comprised of residential areas and the remainder is predominantly commercial and industrial land uses. The built form of these urban areas is mainly low density, with some medium density. Many areas in the Eastern Region are earmarked to transition to medium density. Ensuring that amenity and quality of life is maintained and enhanced in the face of climate change impacts will be critical.

How will climate change impact the amenity and liveability of our urban areas?

The IVA found that the Region's urban areas will be impacted by climate change due to warmer and drier conditions and climate extremes such as heatwave and bushfire which will influence the Region's amenity and attraction as a place to live, do business and visit.

How do we create better amenity and liveability in our urban areas as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?

A range of current measures are already being implemented that will contribute to the adaptation of urban areas in the Region. These include bushfire management, residential action plans, research on the impact of heat stress, shelter and housing management for more vulnerable members of the community, retrofitting buildings and building energy efficiency upgrades. Despite these efforts, the Region's stakeholders identified that within five years, these will be insufficient on their own to help urban areas adapt to future changes in the climate.

Adaptation options for urban areas are identified for implementation over three stages in the coming 10 years (refer Figure 12). An immediate priority is to incorporate climate ready considerations for public realm, green infrastructure and urban design to aid the creation of more thermally comfortable and attractive urban areas. This should be completed within five years and consider in relation to public realm appropriate material and species selection, shade cover, inclusion of WSUD features, opportunities for misting infrastructure and water features. For urban design this work should identify where buildings can shade each other, low reflection and heat absorption material selection, integration of built and green areas, energy efficiency requirements, passive heating and cooling, solar capture and bushfire protection measures.

In five years' time the focus of adaptation will shift to the following range of options, which should be implemented in an ongoing manner in the decades to come:

- improving stormwater management to maximise amenity and potential for water reuse such as managed aquifer recharge and use of permeable paving
- education and awareness raising regarding climate risks such as extreme heat and bushfire to all sectors of the community and promote the need for preparation, response and recovery plans

- review and accelerate tree management strategies addressing planting, maintenance, irrigation, shielding power lines, appropriate pruning methods, leaf litter production and disposal, and approaches to avoid impacts on roads and footpaths from soil movement induced by root growth
- increase planting across urban areas, including understorey, roof gardens, green walls and verges, with specific attention paid to species selection.

Within 10 years, adaptation will also need to focus on developing innovative techniques for cooling the public realm. This could include greater use of solar fans, cooled bus stops, misting infrastructure, shading techniques and wall gardens. Such an approach needs to ensure that there is not an increased demand for electricity from the grid and that maintenance requirements are considered in any cost-benefit analysis.

While identified as a potential adaptation option, preventing development in bushfire prone areas is considered too transformative and is not a favoured option at this time. Instead the emphasis is on improved materials selection when constructing houses in such areas and on tree species selection for planted areas. Similarly, relocating people and property was not favoured as an adaptation option.

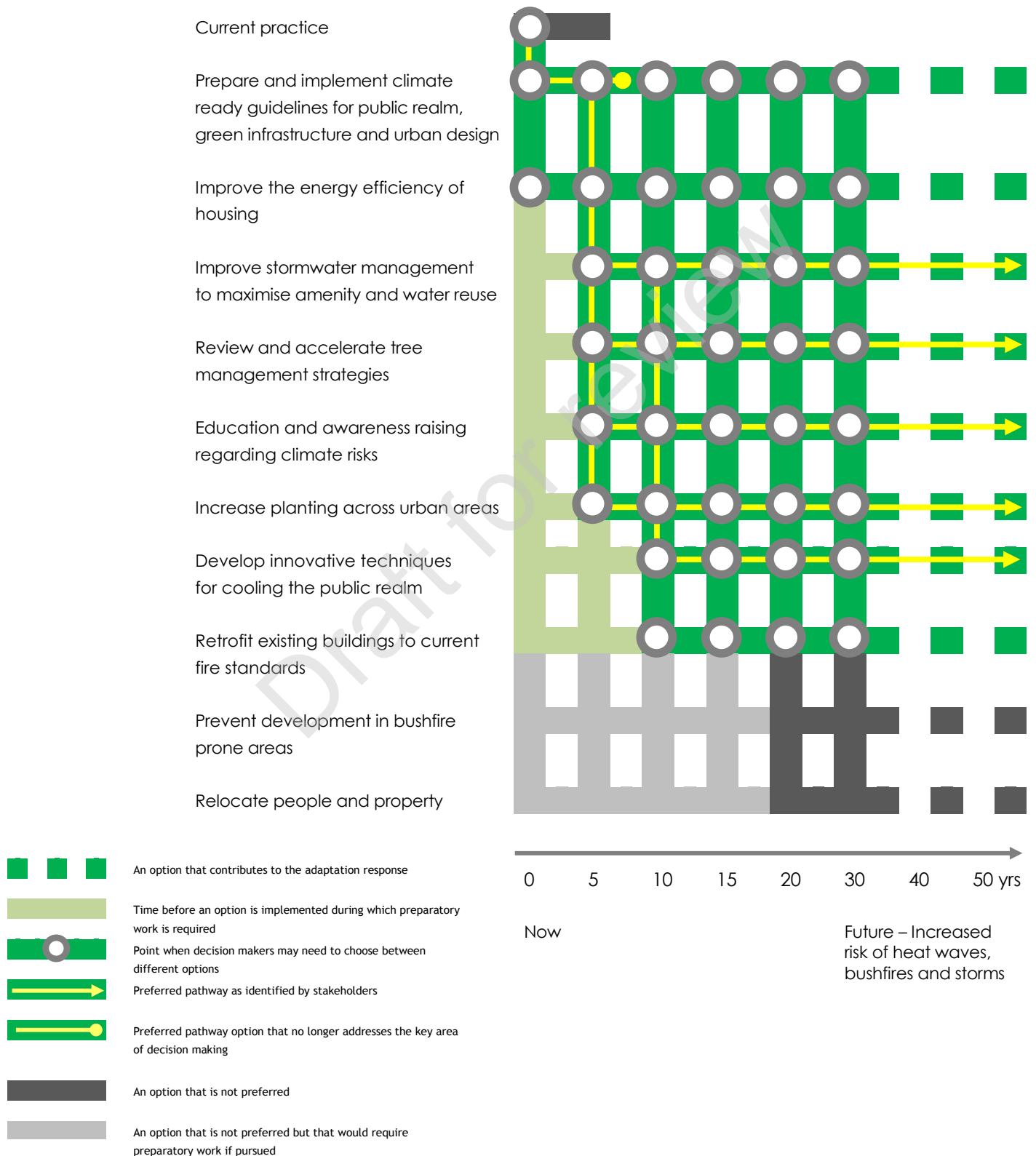
Thresholds that may impact on future decision making to create better amenity and liveability in urban areas could be in relation to grass and tree dieback as a consequence of the urban heat island effect, increases in irrigation demand, increases in the number of deaths and hospital admissions as a result of extreme events, increases in the cost of living and the flow on impacts to electricity demand, and declining community outdoor activity and connectedness.

Summary of key findings

To create better amenity and liveability in our urban areas adaptation should proceed through three main stages. The immediate priority is to develop and implement climate ready considerations for public realm, green infrastructure and urban design. This will be followed by improving stormwater management features to maximise amenity and potential for water reuse; reviewing and accelerating awareness of risks such as extreme heat and bushfire; reviewing and accelerating tree management strategies; and increasing planting across urban areas. The third tranche of action will be the development of innovative techniques for cooling the public realm.

Figure 12 Urban areas pathway map

How do we create better amenity and liveability in our urban areas as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?



4.9. Vulnerable members of the community

Why is improving the health, safety and wellbeing of vulnerable members of the community important?

Community connection and inclusion is valued by the Eastern Region, and age and socio-economic and health factors are indicators of capacity of the Region's community. Members of the community who are already vulnerable due to poor mental or physical health, are isolated by a lack of mobility or transport options and/or are highly dependent on particular facilities or support services will be more vulnerable to the impacts of climate change, particularly during extreme events.

How will climate change impact vulnerable members of the community?

The IVA found that climate change will adversely impact the health, safety and wellbeing of vulnerable members of the community. These impacts include direct health effects of extreme heat on older people and people who are living with a disability or need assistance with core services, as well as the ability to support these vulnerable members of the community as bushfire risk increases.

How do we improve the health, safety and wellbeing of vulnerable members of the community as the frequency and intensity of heat waves and bushfires increase?

Significant work is already occurring in the Region to improve the health, safety and wellbeing of vulnerable members of the community, much of which contributes to building adaptive capacity. Examples include Telecross REdi phone service calls during heat waves, council staff calling Commonwealth Home Support Programme (CHSP) clients during heat waves and the promotion of libraries and community centres as places to drop in during heatwaves. Although this work will assist in adapting to future climate change, the Region's stakeholders identified that current practice is insufficient and more targeted actions are required to commence within five years.

The immediate focus for adaptation needs to be on educating and raising awareness of the risks of extreme heat and bushfire (refer Figure 13). This will require communication to all sectors of the community (older, younger, those with disabilities) and support for developing preparation, response and recovery plans. Communications activities will need to consider a variety of methods for reaching residents including the use of social media to connect people and build networks.

After the initial focus on education and awareness raising, the emphasis in five years will shift to preparing consistent emergency management plans and approaches across Local Government. This recognises that while individual Councils are already involved with emergency management planning, there is not necessarily consistency in approaches at a regional scale. This action will also require a more detailed understanding of the role of Councils in emergency management compared with other emergency management service providers such as the South Australian Police and the State Emergency Services.

In five years' time, there will also need to be the deployment of a number of other actions, specifically designed to address the health, safety and wellbeing of individuals in the community. Key actions are:

- developing individual safety plans. This will aid in growing individuals' resilience and build on the success of initiatives such as the Red Cross' Emergency REDiPlan. While requiring initial upfront costs to establish, it should deliver longer term benefits in reduced health care costs
- establishing a community "buddy" program. This will in part focus on encouraging neighbours to take on the responsibility of checking in on/looking after vulnerable people in their communities on high risk days
- expanding systems to contact vulnerable people during bushfires and heatwaves. This will involve an integrated approach to contacting vulnerable people during extreme weather/bushfire events and identification of triggers for contacting different cohorts of people.

In 15 years, climate sensitive building design should be mandated. This will provide greater ability for people to remain in good health in their home environment during extreme events, especially heat waves. The delay period for this action recognises that significant work will be required to determine which aspects of building design should become mandatory and also that this outcome will require substantial engagement with relevant government agencies and building industry associations as well as the broader community.

There are a range of other adaptation options that while not considered to be of the highest priority, can still contribute to adaptation such as enhancing the 'greenness' of the region, promoting indoor public places for resting and reviving, supporting energy management programs for residents and promoting volunteering for community and emergency services.

While recognised as a potential option for improving the health, safety and wellbeing of vulnerable members of the community, transporting vulnerable, isolated people to refuges/safe areas during bushfires and heatwaves is considered unfeasible and is not favoured.

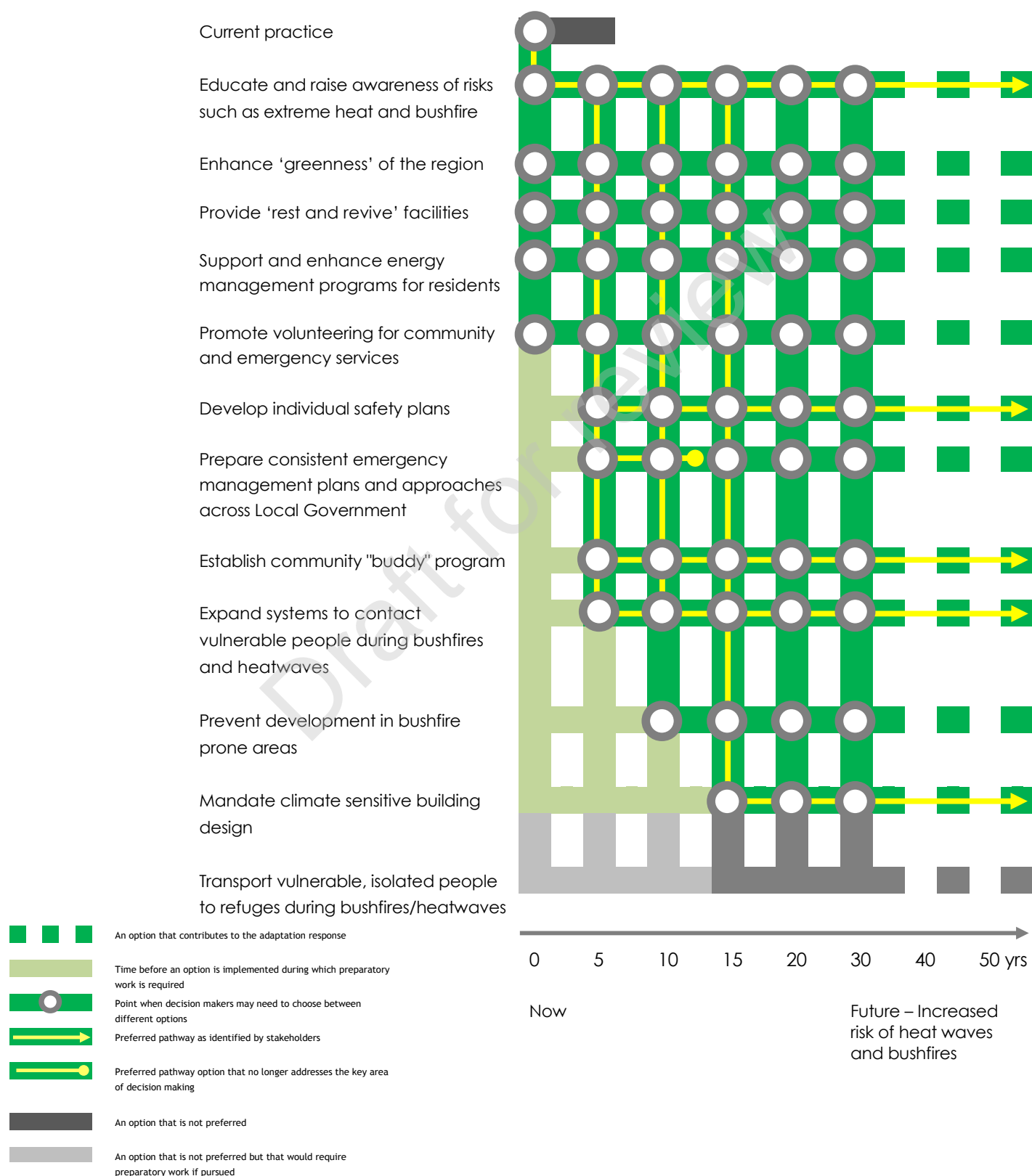
The timing of implementation of the adaptation options identified will be influenced by certain thresholds being exceeded. Amongst the most important thresholds for vulnerable members of the community will be increased deaths and hospitalisation and demand for support services such as the Red Cross' REDiPlan exceeding quotas.

Summary of key findings

To improve the health, safety and wellbeing of vulnerable members of the community in the Region, the immediate priority for adaptation is on educating and raising awareness of the risks of extreme heat and bushfire. Within 5 years the focus will shift to preparing consistent emergency management plans and approaches across Local Government; developing individual safety plans, establishing a community "buddy" program; and developing systems to contact vulnerable people during bushfires and heatwaves. In the longer term climate sensitive building designs will need to be mandated.

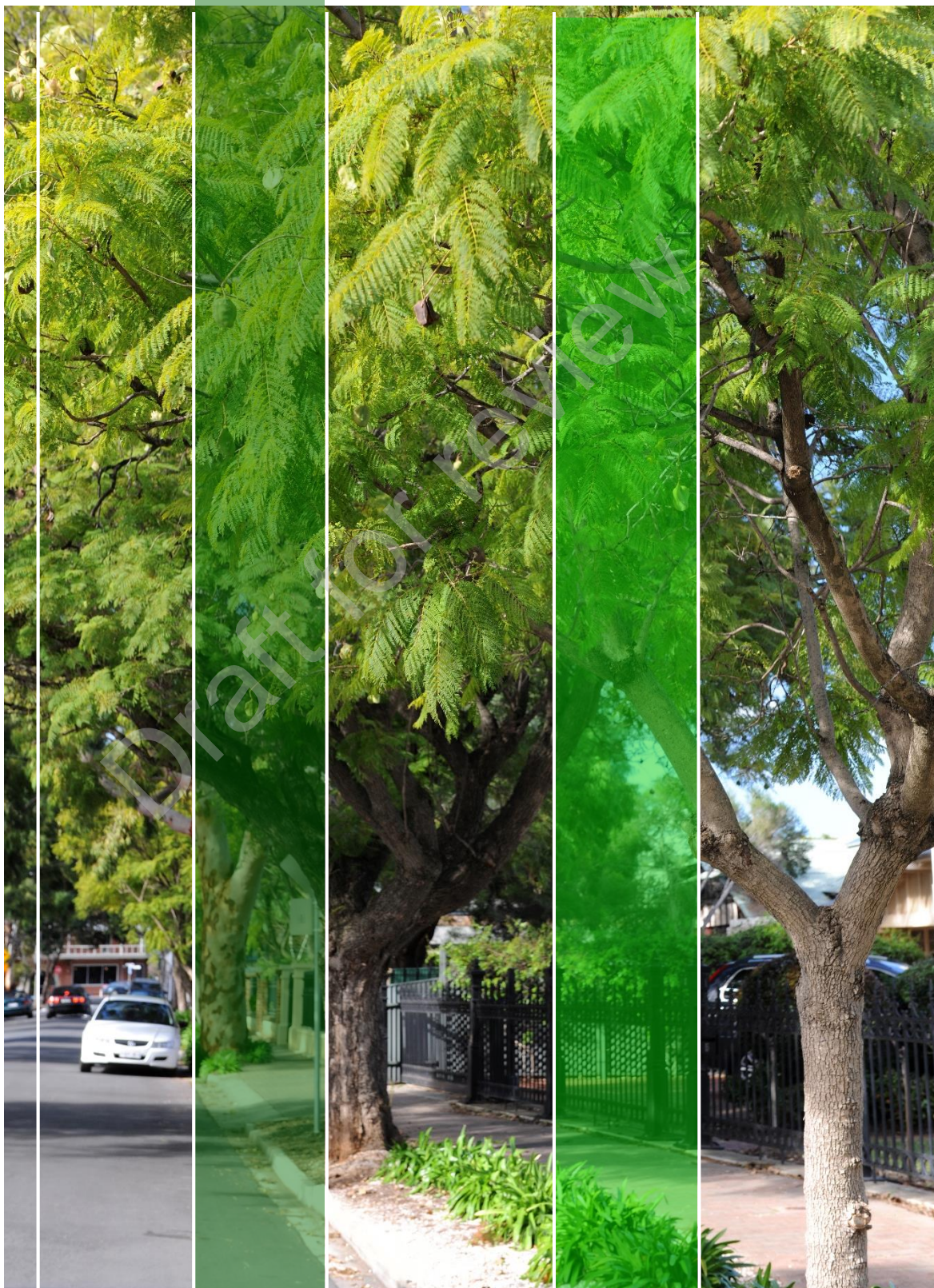
Figure 13 Vulnerable members of the community pathway map

How do we improve the health, safety and wellbeing of vulnerable members of the community as the frequency and intensity of heat waves and bushfires increase?



5

IMPLEMENTING THE REGIONAL ADAPTATION PLAN



5. Implementing the Regional Adaptation Plan

Section 4 of this Regional Adaptation Plan identifies 57 preferred adaptation options in relation to the eight key areas of decision making for the Eastern Region to build resilience and adapt to the impacts of climate change. These preferred adaptation options are summarised by Table 7 and comprise the preferred combination of options that the Region's stakeholders considered will support adaptation in relation to the eight key areas of decision making.

Table 7 Summary of preferred adaptation options for the Eastern Region

Key decision area	Timing	Preferred adaptation options
Activity centres How do we improve the amenity and vibrancy of our activity centres as our climate becomes warmer and drier and the risk of heat waves increase?	Now	Prepare and implement climate ready guidelines for public realm, green infrastructure and urban design
	Now	Improve stormwater management to maximise amenity and water reuse
	Now	Provide 'rest and revive' facilities
	Now	Advocate for amendments to the Building Code of Australia
	Later (5 years)	Increase appropriate planting in and around activity centres
	Later (5 years)	Make asset management plans climate ready
	Later (30 years)	Facilitate change to business practice (eg hours of operation)
Community participation How do we support and grow participation in events, celebrations and activities as rainfall intensity, frequency, intensity and duration of heat waves and bushfire risk increases?	Now	Define Council and stakeholder roles, responsibilities and liabilities
	Now	Regularly review and update event risk management plans
	Later (5 years)	Increase community education and awareness raising activities
	Later (5 years)	Engage the community regarding decision making and service provision
	Later (5 years)	Fit for purpose management of open space and infrastructure
	Later (5 years)	Use technology to provide warnings and to provide updates on community services and events
	Later (5 years)	Manage stormwater to minimise flood risk and maintain the ability to hold events
	Later (5 years)	Identify alternative options to deal with electricity failures
	Later (20 years)	Construct multi-use indoor facilities
Continuity of services How do we minimise disruption to business, events and infrastructure and residents reliant on electricity as we are exposed to more frequent and intense heatwave and greater fire risk?	Now	Awareness raising for business owners and infrastructure owners and operators
	Now	Undertake event risk management planning including consideration of need to reschedule events
	Now	Improve communication and coordination with essential services providers
	Now	Increase business and infrastructure owners and operators continuity planning

Key decision area	Timing	Preferred adaptation options
	Later (10 years)	Increase electricity feeder automation
	Later (20 years)	Upgrade cooling systems for telecommunication exchanges
Natural landscapes How do we protect and enhance the condition of natural landscapes across the plains and hills face as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?	Now	Increase community climate change education and participation in NRM
	Now	Develop and implement a standard method for evaluating flora and fauna trends
	Now	Adapt approaches to biodiversity conservation planning
	Now	Undertake watercourse management
	Now	Adapt and implement locally appropriate fire management
	Now	Strategically prioritise disease and pest plant and animal control
	Now	Retain existing and acquire recreational open space for natural landscapes
	Later (10 years)	Assist the migration of flora and fauna
Open and green spaces How do we provide, protect and enhance the amenity, biodiversity and recreation opportunities provided by open space as our climate becomes warmer and drier and there is an increased risk of damage from heat waves and bushfires?	Now	Accelerate existing tree condition assessment and management
	Now	Prepare 'climate ready' guidelines for open space management
	Now	Improve stormwater management to maximise amenity and water reuse
	Now	Increase shade of paths/facilities using trees and other infrastructure
	Later (5 years)	Reduce irrigated open space
	Later (10 years)	Increase the area of open space in strategic locations
Stormwater management How do we design, construct and maintain stormwater management infrastructure so that it provides flood protection, maximises reuse opportunities and enhances amenity as annual rainfall declines, rainfall intensity increases and the risk of heatwaves rises?	Now	Support Water Sensitive SA
	Now	Modelling and mapping for stormwater management plans
	Now	Review design standards and integrate into asset management and work scheduling
	Now	Increase onsite detention/retention and storage
	Now	Improve flood management and riparian rehabilitation
	Now	Community education and awareness regarding flood risk
	Later (5 years)	Mandate targets for WSUD
	Later (5 years)	Integrate the management of stormwater within and across Councils and State agencies
	Later (30 years)	Reclaim watercourse corridor
Urban areas How do we create better amenity and liveability in our urban areas as our climate becomes warmer and drier and the risk of extremes such as heat wave and bushfire increases?	Now	Prepare and implement 'climate ready' guidelines for public realm, green infrastructure and urban design
	Later (5 years)	Improve stormwater management to maximise amenity and water reuse
	Later (5 years)	Review and accelerate tree management strategies
	Later (5 years)	Education and awareness raising regarding climate risks
	Later (5 years)	Increase planting across urban areas
	Later (10 years)	Develop innovative techniques for cooling the public realm

Key decision area	Timing	Preferred adaptation options
Vulnerable members of the community How do we improve the health, safety and wellbeing of vulnerable members of the community as the frequency and intensity of heat waves and bushfires increase?	Now	Educate and raise awareness of risks such as extreme heat and bushfire
	Later (5 years)	Develop individual safety plans
	Later (5 years)	Prepare consistent emergency management plans and approaches across Local Government
	Later (5 years)	Establish community 'buddy' program
	Later (5 years)	Expand systems to contact vulnerable people during bushfires and heatwaves
	Later (15 years)	Mandate climate sensitive building design

5.1. Focussing regional adaptation action-cross sectoral adaptation options

Of the 57 preferred adaptation options identified across the eight key areas of decision making, a number are of regional scale and common to more than one key decision area. These options are considered to be cross sectoral priorities and would benefit from being implemented in a coordinated way across key regional stakeholders. They also provide an indication of key areas to focus adaptation action in the Region in the first instance.

Cross sectoral adaptation options are summarised by the cross sectoral pathway map (refer Figure 14) and are discussed further in Table 8.

There are several options that mostly accelerate current practice that are recommended for immediate implementation followed by options that should be delivered within five years to build resilience for specific sectors. Options for delivery in 10 to 30 years' time have a much greater focus on implementing strategies that will protect people, assets and services.

Figure 14 Cross sectoral pathway map

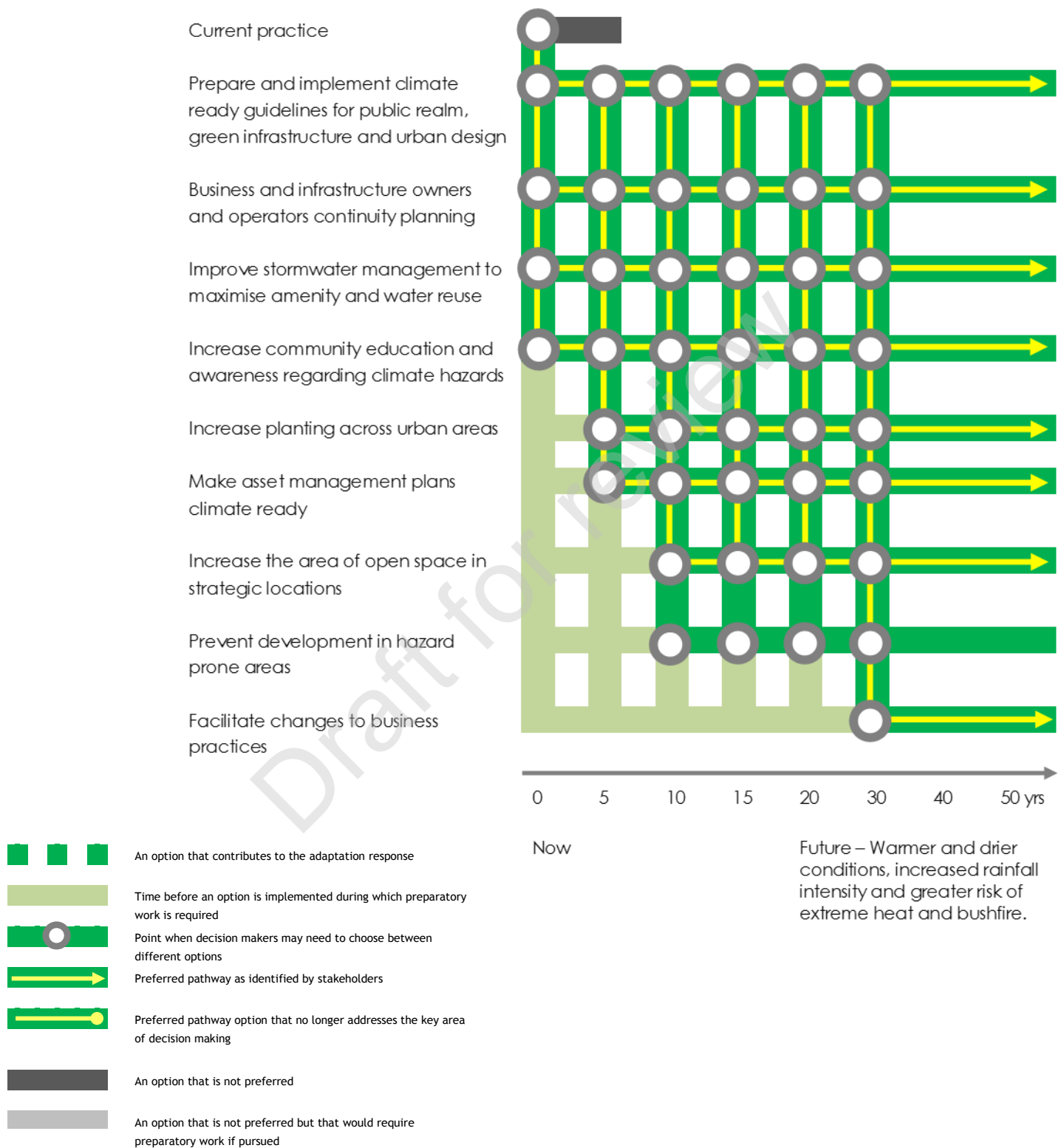


Table 8 Cross sectoral adaptation options

Cross sectoral adaptation option	Relevant key area of decision making	Discussion	Timing
Prepare and implement climate ready guidelines for public realm, green infrastructure and urban design	Urban area Activity centres Open and green space	The development of climate ready guidelines is referred to by three key areas of decision making as an immediate priority. It was discussed at length by stakeholders during the preparation of this Plan given the contribution green infrastructure and well-designed public realm can make to creating an urban environment that is amenable and comfortable for residents and visitors.	Immediate
Business and infrastructure owners continuity planning	Continuity of services Activity centres Vulnerable members of the community Community participation	Business and infrastructure owner continuity planning is relevant to multiple sectors and will help private and public sector organisations better prepare for extreme events, especially those that lead to electricity failure.	Immediate
Improve stormwater management to maximise amenity and water reuse	Stormwater management Urban areas Vulnerable members of the community Activity centres Open and green spaces Natural landscapes Community participation	Improving stormwater management to maximise amenity and water reuse is relevant to all of the key areas of decision making. This recognises the value placed on mitigating floods to maintain residents' safety and prevent damage to property, but also the benefits of the reuse of stormwater to maintain open green space, vegetation and street trees.	Immediate
Increase community education and awareness regarding climate hazards	Urban areas Vulnerable members of the community Activity centres Community participation	Community education and awareness raising about the hazards of climate change are relevant to most of the key areas of decision making and a fundamental requirement to deliver behaviour change. It is also important to build capacity so that individuals are able to take responsibility and undertake their own adaptation measures.	Immediate
Increase planting across urban areas	Stormwater management Urban areas Vulnerable members of the community Activity centres Open and green spaces Natural landscapes	The value of trees and green infrastructure for cooling urban areas, creating amenable and comfortable for residents and visitors and improving human health received widespread recognition during the development of the Plan.	Start implementation within 5 years

Cross sectoral adaptation option	Relevant key area of decision making	Discussion	Timing
Make asset management plans climate ready	Stormwater management Urban areas Vulnerable members of the community Activity centres Open and green spaces Natural landscapes	Asset management plans are required in relation to Council owned infrastructure. It is understood that the majority of current asset management plans do not consider climate impacts. Climate change considerations therefore should be embedded in asset management plans so that adaptation becomes part of everyday practices.	Start implementation within 5 years
Increase the area of open space in strategic locations	Stormwater management Urban areas Vulnerable members of the community Activity centres Open and green spaces Natural landscapes	A changing climate will on one hand lead to decisions about no longer maintaining some areas of open space, however, it will also lead to greater investment in open space and green infrastructure in strategic locations..	Start implementation within 10 years
Prevent development in hazard prone areas	Stormwater management Urban areas Vulnerable members of the community Activity centres	Past residential and commercial developments have occurred in areas that are now understood as being subject to flood and fire risk. As the risk of climate hazards increases in the future, impacts could be minimised by preventing development in hazard prone zones. However, this option was not supported by all stakeholders in developing adaptation options in relation to the various key decision areas and even for those where it was considered as a potential option, it was not part of a preferred pathway. As such, work is required to determine (a) what type of hazard zones are a priority (eg flood risk areas, bushfire risk areas) and (b) whether agreement on managing development in hazard zones can be reached across sectors.	Start implementation within 10 years
Facilitate changes to business practices	Urban areas Vulnerable members of the community Activity centres Community participation	In the longer term, increasing frequency of extreme heat and hotter summers in general may lead to the desire to change the hours of business operation to avoid hot periods of the day. Such business practices are already in place in cities overseas with warmer climates. A trend in this direction is already being observed with changes to working hours on hot days for people working outdoors.	Start implementation within 30 years

5.1.1. Regional Adaptation Action Plan

To assist with progressing adaptation across the Eastern Region, the cross sectoral preferred adaptation options have been brought together in the Regional Adaptation Action Plan contained in Appendix B. These cross sectoral adaptation options are the focus of the Adaptation Action Plan given their multi-sectoral relevance and opportunity to benefit multiple sectors or key decision areas.

For each preferred adaptation option, the Regional Adaptation Action Plan summarises:

- Potential actions to progress implementation of the option (including preparatory work required for future options)
- Timing for implementation (ie now versus later)
- Lead responsibility for initiating and/or driving implementation of the option
- Others to be involved in implementation.

It is intended that this Regional Adaptation Action Plan be used by organisations and individuals across the Eastern Region to guide regional adaptation action, and where required be further developed and refined as new information becomes available, as monitoring and review occurs or as climatic conditions change.

It is not intended that the Regional Adaptation Action Plan be considered the only adaptation actions that are required in the Eastern Region, but rather provides a starting point to focus initial regional, cross sectoral action. The remainder of the preferred options summarised by Table 7 are still considered critical to ensure the Region remains strong, productive and vibrant and can respond to the challenges of climate change.

5.2. Enabling adaptation action

Any decision making process sits within a broader context. Understanding this context and ensuring appropriate conditions are in place to enable adaptation action is as important as identifying the adaptation options themselves.

New thinking is emerging from work by the CSIRO Adaptation Flagship⁶ which suggests that there are three factors that influence whether a decision (to take action and implement an adaptation response) is made. These factors are values, knowledge and rules and it is considered that where there is overlap or alignment between all three of these factors, adaptation responses are more likely to occur.

⁶ The “VRK” framework has been developed primarily by Dr Russell Gorddard and Dr Russell Wise from the CSIRO Adaptation Flagship. It is described in more detail in Gorddard, R., Wise, R.M., Ware, D., and Dunlop, M. under review. Values rules and knowledge: Adaptation as change in the decision context, submitted to Ecology and Society

At the final adaptation workshop, stakeholders from the Eastern Region were asked to reflect on these three factors and consider what enabling conditions are needed to facilitate implementation of the Regional Adaptation Plan. The following enabling conditions were identified as being critical to the successful implementation of this Regional Adaptation Plan and are summarised by Table 9:

- *Commitment to implementation over the longer term*-it was identified that successful implementation will be dependent on the level of commitment demonstrated by all of the Resilient East member Councils and the ability to take a long term view. This commitment needs to come from the Elected Member bodies of each Council and will require long term thinking rather than 4 yearly political election cycles. One avenue to ratify this commitment could be through the establishment of a 'Heads of Agreement', Memorandum of Understanding or Climate Change Sector Agreement as has been done by other regions such as Resilient South for the Southern Region and AdaptWest for the Western Region. The Regional Adaptation Plan can provide the foundation for agreement and working together to implement regional priorities for adaptation.
- *Regional collaboration*-it was identified that all sectors and all levels of government should come together and contribute to the implementation of adaptation options (where appropriate). The ability for this collaboration to occur will require strong partnerships and clarity regarding roles and responsibilities as well as some form of governance structure to support implementation. Critical to this governance structure is the identification of a lead group/agency responsible for driving implementation. Through working together in this manner, there is the potential for the division of tasks to occur across the Eastern Region, and organisations/agencies to develop particular skills and knowledge in different adaptation areas. This skill and knowledge can then be shared and drawn upon across the Region.
- *Embedding climate change considerations so that it is 'business as usual'*-it was identified that climate change considerations need to be integrated into everyday practices of the Eastern Region's organisations, businesses and agencies so that adaptation becomes 'business as usual'. Opportunities for this integration include linking the Regional Adaptation Plan with other key plans and strategies which influence decision making and action such as Council Strategic Management Plans, Development Plans, asset management plans and the Regional Natural Resources Management Plan and advocating for changes to relevant legislation and policy levers such as the Development Act and Environmental Protection Act.
- *Getting the messaging right*-developing messaging about adaptation needs to focus on building resilience and the benefits of adaptation. Messages need to be simple, do not need to be explicit about climate change, identify how adaptation actions link with known regional values and 'talk up the opportunities'. For example, through the implementation of water sensitive urban design the impacts of localised flooding can be reduced and the greening of urban areas maintained.

- **Resourcing-** it was recognised that adaptation to climate change will require financial and physical resources. This may require identifying new funding sources or reallocation of existing resources and developing new cost-sharing models, particularly for adaptation options that are of regional benefit or relate to more than one Council area. To assist with acquiring new funding or reallocation of existing funding, business cases may need to be developed to identify the cost of not taking action to adapt. An example of reallocation of existing money that has occurred in relation to adaptation action is on the Eyre Peninsula where the Eyre Peninsula Natural Resources Management Board has reallocated \$200,000 of its NRM levy and matched dollar for dollar whereby an applicant can demonstrate that what is being proposed directly links with implementing an adaptation option identified in the Region's Adaptation Plan.
- **Understanding and ownership-**Awareness and understanding by the broader community of the potential impacts of climate change and opportunities to adapt is required. This aspect was considered critical to creating common ownership of the need to adapt and share the responsibility for taking action. This common ownership of adaptation recognises that we can all play a role in taking actions that build resilience and reduce or ameliorate the impacts of climate change, whether at an individual or organisation level.
- **Changing urban form-**changes in urban form as a result of densification and urban renewal both pose an opportunity and a challenge in relation to adaptation. On the one hand, these changes can enable adaptation to be planned for and integrated into urban development such as the integration of green infrastructure into the built environment. On the other hand, these changes may inhibit the ability for adaptation. For example, as dwelling sizes increase, setbacks reduce and land size decrease, there may be less opportunity for green infrastructure in the public realm or as part of private open space. Similarly, increased densification will result in increased hard surfaces, adding to the urban heat island effect and resulting in increased pressure on stormwater management infrastructure.

Table 9 Summary of actions to create enabling conditions to support implementation of the Regional Adaptation Plan

Actions to create enabling conditions
Ratify Regional commitment to implement the Regional Adaptation Plan through the establishment of a Memorandum of Understanding, Climate Change Sector Agreement or similar
Develop a governance approach to support implementation of the Regional Adaptation Plan including designating a lead group/organisation and potentially, establishing a coordinator role
Embed climate change considerations in key organisational strategies, plans, policies and processes (eg strategic management plans, asset management plans, procurement policies etc)
Develop messaging about adaptation for communications with broader community
Identify resourcing opportunities to assist with implementing adaptation options. This could include allocation of existing monies or seeking new sources
Build community awareness and understanding about the potential impacts of climate change and opportunities to adapt
Recognise and embrace the opportunities for adaptation that may be presented by changes in urban form (eg densification and renewal) as well as recognise the challenges this may pose

5.3. Monitoring and review

This Regional Adaptation Plan presents adaptation options based on information available at the time of its preparation and local knowledge and preferences of those stakeholders who were involved in its development.

It is recommended that the Regional Adaptation Plan be periodically reviewed, and that this review process be consistent with an adaptive management approach. This will enable new information to be considered, including changes in climatic conditions or as adaptive capacity of sectors grows as adaptation responses are implemented.

To support this review process, the establishment of a monitoring and evaluation framework is recommended. This framework should include indicators that seek to understand what success looks like in the context of adaptation responses, as well indicators that seek to monitor thresholds and therefore when changes in adaptation action might need to occur (refer section 4 for potential thresholds).

6

REFERENCES



6. References

Gorddard, R., Wise, R.M., Ware, D., and Dunlop, M. under review. Values rules and knowledge: Adaptation as change in the decision context, submitted to Ecology and Society

Resilient East (2014) *Vision, Values and Key Decisions Report*, prepared by URPS as part of the Resilient East consultancy led by URPS, for the Eastern Region in association with the Government of South Australia and the Australian Government.

Resilient East (2015) *Climate Projections Report*, prepared by URPS and Seed Consultancy Services as part of the Resilient East consultancy led by URPS, for the Eastern Region in association with the Government of South Australia and the Australian Government

Resilient East (2015) *Integrated Vulnerability Assessment Report*, prepared by URPS as part of the Resilient East consultancy led by URPS, for the Eastern Region in association with the Government of South Australia and the Australian Government

7. Appendices

Draft for review

Appendix A

Organisations/sectors that participated in the process to prepare the Regional Adaptation Plan

Natural Resources Adelaide & Mount Lofty Ranges
Australian Council of Private Education and Training Providers SA Division
Australian Red Cross
Adelaide University
Conservation Council of South Australia
Department of Communities and Social Inclusion (State Recovery Office)
Department for Health and Ageing
Department for State Development
Department of Environment, Water and Natural Resources
Department of Planning, Transport and Infrastructure
East Waste
Eastside Business Enterprise Centre
Environment Protection Agency
Flinders University
Friends of the Environment Group
Housing SA
Local Government Association Mutual Liability Scheme
Local Government Association
Lochiel Park Community Garden
Newland Water
North East Development Agency Inc
Norwood Residents' Association
Office of Public Health, Department for Health and Ageing
Planning Institute of Australia
SAPOL
Renewal SA
SA Health
SA Metropolitan Fire Service
SA Power Networks
SA Tourism Commission
SA Water
SAFECOM
State Emergency Service
Shelter SA
Trees for Life
University of Adelaide
University of South Australia
Volunteering SA
Weed Management Society of SA
Youth Climate Coalition

Appendix B

Regional Adaptation Action Plan

Draft for review

	Cross sectoral adaptation option		Potential actions to progress implementation of preferred adaptation options including preparatory work that may be required to commence now for longer term options	Suggested lead	Suggested partners
A1	Prepare and implement climate ready guidelines for public realm, green infrastructure and urban design	Now	<p>Climate readiness includes spaces and infrastructure that are designed and constructed to take into account anticipated climate change and assist with mitigating climate change impacts such as extreme heat, flooding and bushfire. Examples of aspects that could be addressed by climate ready guidelines include:</p> <ul style="list-style-type: none"> - species selection for trees and other vegetation (including shrubs) that provide good shade cover, contribute to urban cooling and don't drop limbs under heat stress - opportunities for WSUD features to be integrated with street trees/vegetation to enable irrigation - providing shade via vegetation or built structures for playspaces and playgrounds and adjacent to walking and cycling paths - materials that are more resilient to extreme weather such as extreme heat and flooding - designing and constructing footpaths and trails that can cope with extreme rainfall, flooding from intense rainfall events and heat - opportunities to incorporate innovative infrastructure into the public realm that reduces the impacts of extreme heat (eg misting, water play or fans) or flooding (eg awnings, verandahs, covered walkways) - advice regarding potential for maladaptation. For example, using artificial turf to reduce irrigation and maintenance requirements can result in destroying soil organic matter and contribute to the heat island effect <p>To progress the development of the guidelines, an initial step could be to connect with existing research and forums and consolidate and review the wide range of work that has already been done in this area (eg Green Infrastructure Project at the Botanic Gardens, Water Sensitive SA etc)</p> <p>Once completed, to progress implementation, the guidelines can be incorporated into the development and maintenance of spaces and outdoor infrastructure via relevant Council plans and policies such as Asset Management Plans, Playground Strategies, Open Space and Public Realm Strategies, Procurement Policies etc.</p> <p>Priorities for implementing the climate ready guidelines across the Region (could be identified by considering those spaces or places that have poor amenity or comfort during warmer months (eg playgrounds for installation of shade, main street environments with little vegetation to provide relief from heat) or during heavy rainfall (eg public realm areas that become damaged, inaccessible or unusable due to flooding)</p> <p>The application of the climate ready guidelines could be extended beyond public realm projects to urban renewal and other developments in the Region (eg infill development, transit oriented developments etc)</p>	Resilient East Councils State Government	<p>Adelaide and Mount Lofty Ranges Natural Resources</p> <p>Botanic Gardens</p> <p>Developers</p> <p>Local Government Association</p> <p>Universities and research institutions</p> <p>Water Sensitive SA</p>
A2	Business and infrastructure owners continuity planning	Now	<p>Convene a 'Resilient Organisations Forum' with targeted business and infrastructure owners and operators from the Eastern Region to:</p> <ul style="list-style-type: none"> - introduce them to the existing tools and information available from the South Australian Department of State Development and Australian Government Attorney-General's Department regarding resilient organisations and business continuity planning - determine the appropriateness of these tools and information to assist the Region's organisations to build their resilience in the face of increasing climate hazards such as heatwave, bushfire and flood and the associated impacts eg power disruption, damage caused by flooding etc - identify other opportunities for business and infrastructure owners and operators to increase their resilience <p>Based on the outcomes of this pilot Forum, develop and implement a program to be rolled out across the Eastern Region</p>	Department of State Development	<p>Business SA</p> <p>Resilient East Councils</p> <p>Traders</p> <p>Groups/associations</p>

	Cross sectoral adaptation option		Potential actions to progress implementation of preferred adaptation options including preparatory work that may be required to commence now for longer term options	Suggested lead	Suggested partners
A3	Improve stormwater management to maximise amenity and water reuse	Now	<p>Ensure that water sensitive urban design considerations are integrated into the design and construction of new stormwater infrastructure or the upgrade of existing infrastructure.</p> <p>To maximize the amenity and irrigation benefits that can be provided by WSUD features, the integration of WSUD should be undertaken within a 'whole of street', 'fence to fence' or public realm context. This will become increasingly important as the urban area in the Region densifies. The climate ready guidelines identified at A1 above could assist with progressing this action.</p> <p>Embedding climate change considerations into key asset management and other plans, strategies and policies is also required and would involve:</p> <ul style="list-style-type: none"> - identifying future projected climate impacts within these plans, strategies and policies (eg asset management plans, procurement policies, tender briefs relating to public realm upgrades, master planning projects etc) - designing and constructing infrastructure that considers these future conditions (particularly in relation to intense rainfall and drier conditions) - managing stormwater so that it maximises amenity and water reuse (eg through WSUD, rainwater tanks etc) <p>The embedding of these considerations into everyday practices needs to be coupled with the capacity building of relevant staff</p>	Resilient East Councils	<p>Adelaide and Mount Lofty Ranges Natural Resources</p> <p>Department of Planning, Transport and Infrastructure</p> <p>Local Government Association</p> <p>Stormwater Management Authority</p> <p>Water Sensitive SA</p> <p>Universities and research institutions</p>
A4	Increase community education and awareness regarding climate hazards	Now	<p>Develop and implement initiatives which raise community awareness and understanding of hazards such as bushfire, heatwaves and flooding from intense rainfall and how to plan for, respond and recover from extreme events</p> <p>Given the range of existing information materials already available an initial step could be to review existing information, identify gaps and appropriateness for the Eastern Region and develop a coordinated packaging tailored to the Region</p> <p>Utilise a range of methods/techniques for disseminating this information to the community including social media, engagement with special interest groups, lining promotion of information with existing programs and activities and region-wide advertising campaigns</p>	Resilient East Councils SA State Emergency Service	Australian Red Cross
A5	Increase planting across urban areas	Start planning now, with implementation within 5 years	<p>An initial step could involve auditing the Region to assess greenness/ canopy cover. This could be progressed by:</p> <ul style="list-style-type: none"> - undertaking urban heat island mapping to determine priority areas for planting - identifying areas that experience high visitation (eg activity centres) or are higher density and assessing the extent of plantings - reviewing tree management strategies to determine gaps in provision or requirements to renew/maintain existing plantings <p>The delay in implementation of this adaptation option allows for time for the climate ready guidelines described at A1 to be prepared which will provide specifications for species selection</p> <p>To increase planting across the Region more generally and not only in priority locations, this direction should be embedded into key plans, strategies and policies</p>	Resilient East Councils State Government	<p>Adelaide and Mount Lofty Ranges Natural Resources Management Board</p> <p>Universities and research institutions</p> <p>Developers</p>
A6	Make asset management plans climate ready	Implementation within 5 years	<p>Similar to A3 described above, this adaptation option can be progressed by embedding climate change considerations into asset management plans. This would involve:</p> <ul style="list-style-type: none"> - identifying future projected climate impacts within asset management plans - managing assets in a way that considers these future conditions (particularly in relation to intense rainfall, bushfire and drier conditions) <p>The embedding of these considerations into everyday practices needs to be coupled with the capacity building of relevant staff</p> <p>It may also need to be supported by updating modelling and mapping for example for stormwater management by considering changes in rainfall intensity and ARI</p> <p>There is merit in ensuring that different types of assets (eg roads, stormwater infrastructure) are treated in a consistent way and that the approach to asset management planning is similar at a regional scale. While there is unlikely to be a "one size fits all" approach, developing standard criteria for preparing climate-ready asset plans could be undertaken at a regional scale</p>	Resilient East Councils	Local Government Association

	Cross sectoral adaptation option		Potential actions to progress implementation of preferred adaptation options including preparatory work that may be required to commence now for longer term options	Suggested lead	Suggested partners
A7	Increase the area of open space in strategic locations	Implementation within 10 years	<p>Identify strategic locations across the Eastern Region for increasing the area of open space. Considerations that could be applied include:</p> <ul style="list-style-type: none"> - areas adjacent activity centres - existing areas of quality open space - well used public spaces - areas where insufficient open space is currently provided 	Resilient East Councils	Department of Planning, Transport and Infrastructure
A8	Prevent development in hazard prone areas	Start planning now, with implementation within 10 years	<p>Parts of the Region are already at risk of flooding and bushfire, and as the climate changes these risks will increase and additional areas of the Region may be exposed</p> <p>In preparing the Regional Adaptation Plan, stakeholders recognised that there is a need to prevent the exacerbation of existing risks and manage how and where development occurs in the future.</p> <p>At the same time, stakeholders recognised the complexity of issues at play and the challenge presented by trying to balance the desire of some members of the community to live in or in proximity to the foothills environment or along watercourses with ensuring community members and their property are safe and not at risk from climate hazards such as bushfire and flooding. This also sits within the context of once constructed, dwellings will be there for a long time (often 60 plus years) and there will be a need to manage flooding or bushfire risks over the lifetime of the dwelling.</p> <p>Preventing development occurring in hazard prone areas was identified as an adaptation option on a number of pathway maps, but was not supported by all key decision areas and even for those where it was considered as a potential option, it was not part of a preferred pathway.</p> <p>That said, as the risk of climate hazards increases in the future, impacts could be minimised by preventing development in hazard prone zones and it is considered an important adaptation option for further exploration by the Region. It is also an aspect that other regions across the State are grappling with and warrants coordinated consideration.</p> <p>Initial steps could include:</p> <ul style="list-style-type: none"> - convening a round table discussion with the other planning regions and the State Government to discuss current approaches to adaptation in known hazard zones, issues associated with continuing to facilitate development in these areas, barriers to changing the current approach and opportunities for change. This discussion could also include exploring whether it is acceptable to continue to facilitate development occurring in known hazard areas and possible liability issues for approving development in known hazard areas - reviewing existing planning policy and Building Code of Australia requirements to determine whether they are sufficient given what we know about climate change and key hazards such as bushfire and flooding (the Local Government Association has a project underway to review the South Australian Planning Policy Library in relation to climate hazards which may in part assist with this) 	State government Department of Planning, Transport and Infrastructure	Local Government Association Resilient East Councils SA State Emergency Service

DRAFT DECISION REPORT

REPORT TITLE: THIRD QUARTER BUDGET REVIEW 2015-2016
ITEM NUMBER: 468
DATE OF MEETING: 23 MAY 2016
AUTHOR: MIKE CAREY
JOB TITLE: MANAGER FINANCE

EXECUTIVE SUMMARY

Section 9 (1) of the *Local Government (Financial Management) Regulations 2011* requires Council to formally consider its Budget at least three times during the financial year.

This report presents the Third Budget Review of the 2015-16 financial year for Council's consideration.

The proposed budgeted Operating Surplus will be revised to a forecast of \$1.878m from \$1.867m.

Net Borrowings will be reduced to a forecast \$2.624m from \$2.651m for the year ended 30 June 2016. This will result in forecast borrowings at 30 June 2016 of \$13.453m.

RECOMMENDATION

That:

1. The report, including Attachments 1 – 4 to Item 468/16 be received.
 2. The budget variations (including additional footpath and road works) from the Third Quarter 2015-16 Budget Review be approved.
 3. The revised budgeted Uniform Presentation of Finances reflecting a Budgeted Operating Surplus of \$1.878m from \$1.867m and a decreased Net Borrowing of \$2.624m from \$2.651m be adopted.
-

1. RELEVANT CORE STRATEGIES/POLICIES

- Local Government Act 1999 Section 123
- Local Government (Financial Management) Regulations 2011 Regulation 7 and 9
- Organisational Strategy/Goal
 - 5.3 – Good Governance and Legislative Framework
 - 5.5 – Financially sustainable approach to business and planning activity.

2. DISCUSSION

The Regulations require Council to formally consider its budget three times per year. This statutory requirement recognises the likelihood that events will occur that require, or offer opportunities for changes to the budget during the year.

At the Council meeting held on the 22 February 2016, Council adopted the Second Quarter 2015-16 Annual Budget with a Budget Operating Surplus before Capital Revenue of \$1.867m and an estimated Net Borrowings of \$2.651m.

Borrowings at 30 June 2016 were estimated at \$13.480m.

Third Quarter Budget Review

In accordance with the Regulations the Uniform Presentation of Finances showing the movements in the current and proposed budgets is shown as Attachment 1 to Item 468/16.

Attachment 1

Operating Budget Variations

The current 2015-16 adopted budget reflects a Net Operating Surplus before Capital Revenue of \$1.867m. The proposed adjustments show a revised Operating Surplus of 1.878m.

Details of the proposed budget changes are as follows:

Operating Budget Requests

Identification of Increased Operating Project Income of \$33k

- Increase of \$33k to Operating Projects Income is a result of sponsorship income received for the Double Shot Coffee Fiesta Event.

Increase in Operating Project Expenditure of \$28k

- Increase of \$28k to Operating Projects Expenditure due to additional expenditure in regards to the Double Shot Coffee Fiesta event, noting that this is offset with additional sponsorship income received

Changes in Operating Expenditure - balance out to \$Nil

- Increase of \$16k & \$5k in relation to the Communication Strategy and the advertising fee for “South Aussie with Cosi”, respectively;
- Increase of \$10k for record archiving and destruction;
- Increase of \$20k for vehicle registrations costs; and
- Savings have been found to offset the above additional requests in Development & Compliance and Corporate Activities.

Capital Budget Variations

Identification of Decreased Expenditure of \$40k for Renewal & Replacement of Existing Assets

- Decrease of \$40k in regards to removing the proposed purchase of a 1 tonne utility. This purchase is not required for 2015-2016.
- Two additional streets are requested to be added to the footpath replacement program. This is as a result of minor savings found in the budget and will have no impact on the budget overall. They are:
 - Irwin Avenue, Millswood
 - Bloomsbury Street, Unley
- One additional street is requested to be added to the road replacement program. This is also as a result of minor savings found in the budget. The road is Ripon Road, Clarence Park.

A list of the proposed budget requests for Operating, Operating Projects and Capital Projects has been attached for Members’ information (Attachment 2 to Item 468/16).

Attachment 2

Zero Balance Budget Variations

During the quarter there have been further changes proposed to the Adopted budget which relate to movements between income and expenditure categories.

These generally relate to:

- The receipt of additional grant funding for projects that require a matched Council contribution;
- An increase in expenditure required for a particular service but savings have been found to compensate for this elsewhere within the same Division; and
- Transfers between capital and operating to reflect accounting requirements in relation to expenditure definition.

In relation to zero balance budget variations, the adjustment related to:

- Removal of grant funding & associated expenditure in regards to the Safety Improvements Fisher/Duthy Street Intersection. This project is no longer going ahead due to the additional cost of relocating underground services.

A separate list of the proposed zero budget variations has been attached for Members' information (Attachment 3 to Item 468/16).

Attachment 3

Carry Forwards

There have been a number of projects that have been identified as potential carry forwards as their budget may not be fully expended by 30 June 2016. The larger projects under their relevant expenditure heading include:

Project/Expenditure	Comment
<i>Operating</i>	
Heritage Conservation Grant - Capri Theatre	Heritage Grant for painting but delays in the PLEC project have meant that Capri cannot disconnect power to erect scaffolding without a substantial cost impact.
<i>Operating Projects</i>	
Undergrounding of power lines Goodwood Road – Stage 1	Delay due to SAPN works commencing later than originally planned.
Design Goodwood Oval/Millswood Complex	On-going deliberations by the Bowls Club, have resulted in project delays with a compromise position being sought by Council.
Review of Unley Integrated Transport Strategy (UITS)	Balancing of workload has resulted in this being timed for late this financial year. Project likely to commence in June 2016.
<i>Capital Projects</i>	
Goodwood Road Streetscape	This is a two year project with streetscape construction to follow PLEC completion.
Brown Hill Keswick Creek	Stormwater Management Plan (SMP) submitted to SMA in March 2016. However budgeted construction costs will require SMP approval and funding agreement signoff prior to commencement.
Development of Katherine Street Open Space	Project should be complete by year end but there is the potential for some maintenance payments spanning the financial year.
Unley Oval Upgrade Council Contribution for Lighting	Balance relates to Council's contribution to Unley Oval lights with installation currently planned for post football season.
Local Area Traffic Management Implementation	Consultation currently occurring on recommended treatments for LATM Plan for Unley, Wayville and Goodwood with high priority actions to commence in 2016-17.
Capital Replacement – Drain Renewal	Funds will be fully committed this financial year. Technical design issues associated with the project have been resolved but have delayed the start of the project.

No budget adjustments have been made to these projects at this time.

Centennial Park - Share of Net gain – joint ventures & associates

The 2015-16 Budget includes a share of Centennial Park's Operating Result, \$242k (categorised as Net gain – joint ventures & associates).

We are aware that current trading results to the end of March 2016 are behind budget and the current budgeted operating result for Centennial Park may not be achieved for the year.

Movements in Budgeted Borrowings

The current 2015-2016 adopted budget shows the forecast borrowings at 30 June 2016 of \$13.481m. As a result of proposed Budget Review 3 changes, the forecast borrowings have been revised to \$13.453m.

The borrowing movements are shown below.

Borrowings	Opening Balance	New Borrowings	Investment Transfer	Repayments	Closing Balance
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
CAD (Short Term Drawdown)	4 971	-	(791)	-	4 180
Current Fixed Term Borrowings	961	-	-	-	961
Non-Current Fixed Term Borrowings	5 466	3,807	-	(961)	8 312
	11 398	3 807	(791)	(961)	13 453

Summary

The current 2015-16 adopted budget reflects an Operating Surplus of \$1.867m. The proposed adjustments from Budget Review 3 consider a revised Operating Surplus of \$1.878m for the 2015-2016 year.

As a result of the minor improvement in the operating surplus and the reduction in net plant & equipment capital expenditure, Council's Net Borrowing has reduced from \$2.651m to \$2.624m.

3. ANALYSIS OF OPTIONS

Option 1

- The budget variations (including additional footpath and road works) from the Third Quarter 2015-2016 Budget Review be approved; and
- The revised budgeted Uniform Presentation of Finances reflecting a Budgeted Operating Surplus of \$1.878m from \$1.867m and a decreased net Borrowings of \$2.624m from \$2.651m be adopted.

This option will ensure Council meets the requirements of section 7 and 9 of the Local Government (Financial Management) Regulations 2011.

Budget reviews enable Council to address occasions where the adopted budget for a particular project or service has changed. It also enables the inclusion of new projects and initiatives as the opportunity or need arises during the year.

Option 2

- The budget variations (including additional footpath and road works) from the Third Quarter 2015-16 Budget Review not be approved; and
- The revised budgeted Uniform Presentation of Finances reflecting a Budgeted Operating Surplus of \$1.878m from \$1.867m and a decreased net Borrowings of \$2.624m from \$2.651m not be adopted.

This will result in Council not being able to commit or incur expenditure on those projects or items included as additional requests.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

These proposed adjustments increase Council's Operating Surplus for the 2015-2016 year. Under Council's adopted Budget Review Policy, where Council's Operating Surplus is increased, these funds can be applied to decrease Council's Net Borrowings.

6. REPORT CONSULTATION

All Budget Requests have been requested through the relevant Business Unit Managers and approved by the relevant General Manager of the division.

7. ATTACHMENTS

1. Proposed Budgeted Uniform Presentation of Finances for the Year Ended 30 June 2016
2. Proposed Budget Requests
3. Proposed Zero Budget Changes

8. REPORT AUTHORISERS

<u>Name</u>	<u>Title</u>
Nicola Tinning	Group Manager Business Support and Improvement
Peter Tsokas	Chief Executive Officer

Proposed Budgeted Uniform Presentation of Finances For the year ended 30 June 2016

	Current Budget 2016 \$'000	Additional Requests & Savings Found \$'000	Zero Budget Changes \$'000	3rd Quarter Budget Review \$'000
Income	44,795	33	75	44,903
Expenses	42,928	28	69	43,024
Operating Surplus / (Deficit)	1,867	5	6	1,878
Net Outlays on Existing Assets				
Capital Expenditure on Renewal and Replacement of Existing Assets	(8,956)	40	(45)	(8,961)
Depreciation, Amortisation and Impairment	6,682	-	-	6,682
Proceeds from Sale of Replaced Assets	254	(17)	-	237
	(2,020)	23	(45)	(2,042)
Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets	(2,925)	-	85	(2,839)
Amounts received specifically for New and Upgraded Assets	426	-	(46)	380
	(2,499)	-	39	(2,459)
Net Lending / (Borrowing) for Financial Year	(2,651)	28	-	(2,624)
Net Financial Liabilities at Beginning of Year				(15,611)
Decrease / (increase) in Other				(242)
Net Financial Liabilities at End of Year				(18,477)

The figures in this report have been rounded and consequently individual sub-totals, whilst being correct, may differ slightly from the sum of the rounded amounts.

Budget Requests

Operating Expenditure

Cost Centre/ Project	Description	Financial Statement Category	Amount \$	Comment
1150	Communications	Materials, Contracts & Other	16,000	To develop a draft Communication strategy
1150	Communications	Materials, Contracts & Other	5,000	"South Aussie with Cosi "advertising cost incurred
1103	Records	Materials, Contracts & Other	10,000	Record archiving & destruction costs
201097	Workshop	Materials, Contracts & Other	20,000	As a result of realigning the timing of renewal of light fleet and trucks to a single date, it has been determined that vehicle registration budget requires an increase
1490	Development & Compliance	Materials, Contracts & Other	(20,000)	Legal savings identified
1181	Corporate Activities (Finance)	Materials, Contracts & Other	(31,000)	Utility savings identified
Total			0	

**Budget Requests
Operating Projects**

Cost Centre/ Project	Description	Financial Statement Category	Amount \$	Comment
202232	Events – Double Shot Coffee Fiesta	Operating Projects Income	(33,000)	Sponsorship income received
202232	Events – Double Shot Coffee Fiesta	Operating Projects Expenditure	28,000	Additional expenditure incurred for the event
Total			(5,000)	

Capital Expenditure on Renewal & Replacement of Existing Assets

Cost Centre/ Project	Description	Financial Statement Category	Amount \$	Comment
201096	Major Plant Purchases	Capital Expenditure on Renewal & Replacement of Existing Assets	(40,000)	Removal of purchase of 1 tonne utility from the budget. Purchase is not required in 2015-16
Total			(40,000)	

Proceeds from Sale of Replaced Assets

Cost Centre/ Project	Description	Financial Statement Category	Amount \$	Comment
201096	Major Plant Purchases	Capital Expenditure on Renewal & Replacement of Existing Assets	17,000	Removal of trade in of 1 tonne utility from the budget. Purchase is not required in 2015-2016
Total			17,000	

Zero Budget Requests

Cost Centre /Project	Description	Financial Statement Category	Amount \$	Comment
202592	Safety Improvements Fisher/Duthy Street Intersection	<ul style="list-style-type: none"> • Amounts received specifically for New & Upgraded Assets 	46,000	Project not going ahead due to additional cost of relocating underground services. Therefore the budget is being removed with the balance of \$5k to be allocated to minor traffic control devices
201735	Minor Traffic Control Devices	<ul style="list-style-type: none"> • Capital Expenditure on New & Upgraded Assets • Capital Expenditure on Renewal & Replacement of Existing Assets 	(51,000) 5,000	
202031	Unley Oval Upgrade Consultants (Investigations)	<ul style="list-style-type: none"> • Operating Project Expenditure 	4,296	
202356	Unley Oval Upgrade Council Contribution (Lighting)	<ul style="list-style-type: none"> • Capital Expenditure on New & Upgraded Assets 	(4,296)	Transfer of uncommitted funds from a capital project (Public consultation and Lights contribution) to an operating project (Investigations) to progress Sturt Football Club's preferred option regarding the upgrade of the grandstands (Oatey Stand) in accordance with Council Decision 410/16
1560	Youth & Children	<ul style="list-style-type: none"> • Reimbursements • Materials, Contracts & Other 	(1,918) 1,918	Partnership income for the Festival of Mud to be received and additional expenditure incurred
1490	Development & Compliance Operating	<ul style="list-style-type: none"> • Materials, Contracts & Other 	(10,000)	Final funding required for the completion of the project
202594	Electronic Assessment for Development Services Project	<ul style="list-style-type: none"> • Capital Expenditure on New & Upgraded Assets 	10,000	
1570	Fullarton Park Centre	<ul style="list-style-type: none"> • Other Income • Materials, Contracts & Other 	(1,700) 1,700	Recognition of additional income received and associated expenditure

Cost Centre /Project	Description	Financial Statement Category	Amount \$	Comment
202203	LATM Black Forest Implementation	<ul style="list-style-type: none"> • Capital Expenditure on Renewal & Replacement of Existing Assets • Capital Expenditure on New & Upgraded Assets 	40,000 (40,000)	Project reclassification from New Capital to Replacement Capital
202602	AFL NAB Cup – Unley Oval	<ul style="list-style-type: none"> • Other Income • Materials, Contracts & Other 	(55,580) 55,580	To account for expenditure in line with requirements of the AFL together with associated reimbursement of the event from the AFL via the Sturt Football Club
202605	Age Friendly Retail – Pilot Project	<ul style="list-style-type: none"> • Grants & Subsidies • Materials, Contracts & Other 	(15,000) 15,000	Grant funding received from the Department of Health & Aging (State Government) with matching expenditure
Total			0	

INFORMATION REPORT

REPORT TITLE:	QUARTERLY PERFORMANCE REPORT
ITEM NUMBER:	469
DATE OF MEETING:	23 MAY 2016
AUTHOR:	RUTH BOX
JOB TITLE:	EXECUTIVE ASSISTANT – CORPORATE SERVICES

EXECUTIVE SUMMARY

The report provides Council with a quarterly performance report which provides data analysis and reports on strategic planning, service delivery activity and financial performance across the whole of the organisation. The report assists to keep Elected Members informed and support strategic decision making, continuous improvement and strategic governance.

RECOMMENDATION

That:

1. The report be received.
-

1. RELEVANCE TO CORE STRATEGIES/POLICY

5. Organisational Excellence

5.3 Good governance and legislative framework

5.4 An environment of continuous improvement and innovation

5.6 Enabling information systems and robust reporting

2. DISCUSSION

The City of Unley has developed a 4 Year Plan which informs its Annual Business Plan and budget processes, and guides Council and the community in relation to priorities and strategies, including the longer term vision outlined in the Community Plan 2033.

A quarterly corporate report mechanism has been developed to provide Council with prudent and strategic information that will support and inform its decision making.

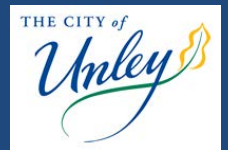
The report ensures Council is demonstrating on going and improved public accountability and provides evidence and opportunities to drive and support continuous improvement.

The report provides Council with a performance report on a quarterly basis.

This report covers the period from 1 January 2016 to 31 March 2016. Council has previously collected data for the 2013/14 and 2014/15 financial years and can make comparisons with previous years. A media report is also included.

City of Unley Quarterly Corporate Performance Report

3rd Quarter (January – March 2016)



Contents

CEO UPDATE	3
Quarterly Financial Report	10
External Funding Grants and Subsidies 2015-16	11
Customer Service Performance	12
Customer Requests	15
Customer Telephone Requests.....	17
Staff Retention	18
Work Health Safety Report	19
WHS Return to Work (RTW) Claims Report.....	19
Environmental Health Inspections	20
Applications Lodged by Category.....	21
Planning consents issued by relevant authority.....	21
Median Days for Application Approvals.....	22
Compliance.....	23
Numbers of Building Inspections.....	24
Swimming Pool Safety Barrier Inspections.....	25
Capital Replacement Projects	26
Lease Stages.....	27
Hard Rubbish to Landfill.....	28
Waste Contractor Indicators.....	29
Council Meeting Attendance and Evaluations	30

CEO UPDATE

This section provides a summary of key actions undertaken by the CEO over the last 3 months and also provides a brief update on progress against specific projects.

2015/16 Key Performance Indicators

1. Leadership

a) Achieve an 80% satisfaction rating in the annual 360 feedback process, if conducted.

The CEO performance Review Panel met in March 2016 and decided that there was no need to conduct a 360 feedback survey for the current financial year. It was decided to undertake one in the first half of 2017 as part of the 2016/17 performance review process.

b) Action plans developed and implemented across the whole organisation to improve the cultural gaps identified in the 2015 survey.

Economic Development & Planning – all team action plans have been completed and plans are underway to engage those individual functional specialist positions into formulation of a divisional level action plan.

Assets and Environment – team action plans have been completed.

Community – all team action plans completed.

Business Support and Improvement – all team action plans completed.

Culture and Customer Experience – all team action plans completed.

Governance – all team action plans completed.

Examples of team action plans will be provided as part of the CEO performance review process in May / June 2016.

A cross functional working group has also been established to investigate strategies and actions to address the leading causal factors in the organisation. One area that we will focus on is strengthening our “customer service focus” across the organisation.

2. Governance

a) The LG Association Mutual Liability Scheme audit to be equal or above SA Metro Average.

The LGAMLS have advised that in 2016, the Risk Review scoring methodology will change significantly with details to be confirmed at the LGAMLS board meeting and formal communications to follow. The changes proposed are as outlined below:

In recognising the increasing statutory obligations for Local Government to show good governance via the application of risk management, the method by which Council is to be assessed or scored will be refined to better reflect the successful application of our Risk Policy and accompanying framework.

The scoring method against categories will provide a more accurate method of assessing a Council's maturing business risk profile with the categories being more aligned to Council's Strategic Plan and Goals. The changes however will have a significant effect on the scoring process and therefore cannot be compared to previous years. This change in methodology will be reported to the Audit and Risk Committee to ensure that there is no perception that Council's Risk Management has taken a downturn.

The ten Functions that are to be represented in the Profile Review for 2016 will be as follows:

Governance/Finance/People

Reputation & Integrity
Strategic Risk & Governance
Procurement, Contract Management Systems
Volunteers/Vulnerable Groups/Committees
Workers Health & Safety

Operations/Services/Functions

Environment/Vegetation/Trees
Emergency Management
Community Land Recreation/Leisure Services
Road and Footpath Management
Use by other parties – facilities/land

3. Financial Management

a) Identify \$400,000 - \$750,000 in operational savings or productivity increases without a reduction in services to be implemented in the 2016/17 year.

The 2016/17 budget process has commenced and on-going operational savings have been identified as part of that process. In addition to the dollar savings made, there have also been productivity improvements made without a reduction in services. These are summarised below:

Financial savings identified as part of 2016-17 Budget:

- A reduction in Employee costs due to a number of vacant positions that will not be filled and a reduction in required staff that were identified as part of the Street Cleansing Workshop Reviews \$195k.
- Reduction in Council's contribution to Brown Hill Keswick Creek Administration \$28k
- Reduction in operating costs for the our Community Centres as a result of implementing the recommendations from the service review: \$128k
- Reduction in power costs \$71k, hard rubbish \$20k, legal costs \$12k, printing and stationery and insurance \$11k.

b) Achieve end of year actual budget result within the range of + or – 1% of revised budget as approved by Council.

Council's operating result is currently favourable to the budget by \$312k with minor variances in relation to projects (Operating and Capital) largely due to timing.

Income was favourable by \$151k (0.4%) with better than anticipated results in Rates and Other Income. These have offset unfavourable variances in User Charges \$40k and Statutory Charges \$58k.

There is also a favourable expenditure variance of \$162k (0.5%) compared to budget year to date.

This is largely related to a favourable variance in finance costs where it is forecast that there is likely to be permanent savings of at least \$250k by year end. This will be considered as part of Budget Review 3.

In addition, favourable expenditure variances for materials, contracts & other expenses including consultants offset a variance in employment costs. A number of variances are also timing related including building maintenance, power, cleaning and IT Software Maintenance.

A positive cash flow of \$2.3m has been realised year to date. This has resulted in total repayments of \$3.3m of the Short Term Draw Down Facility and together with fixed term principal repayments of \$0.9m, has reduced borrowing liabilities by \$4.2m year to date.

4. Strategic/Annual Business Plan

a) Funding models for major projects are submitted to Council for consideration

This work was undertaken as part of two budget workshops and briefings with an external facilitator.

The funding opportunities discussed included:

- Refinement of the replacement costs versus depreciation funding to close the gap.
- Defining Council's level of service to identify potential areas of over servicing (and hence potential funds).
- Reallocation of smaller project funding towards major projects. This is a strategy that will only work for a few years as we need to be careful not to create a backlog of work required elsewhere.
- Greater discipline by Members and staff around identifying and prioritising projects for funding during the budget cycle.
- Seeking alternative sources of revenue other than rates. This could include pay for use services as well as grant funding.
- Sale of "lazy" assets.
- Establishment of a specific rate tied to projects.

Of the above 7 options, work has commenced on all except the last option as Members did indicate they wanted to pursue this option.

b) Goodwood Road Power lines Streetscape Stage 1

SAPN engaged SEM Civil as contractor for the undergrounding works. Works commenced on 27 January 2016.

Works include PLEC stages 1 and 2, i.e. works cover the area from tram line to Surrey Street (Stage 1) and the continuation to Victoria Street (Stage 2)

Construction includes civil (trenching and conduit laying), cabling and removal of stobie poles. Easements for all relevant sites receiving SAPN infrastructure have been agreed to by land owners, including Goodwood community centre site, as per Council report Sept 2015.

Council has completed its preparatory work such as removal of road side furniture and art work

Property owners and other stakeholders, including the Retailers' Association continue to be engaged and kept informed about progress

These undergrounding works should be completed by August/September 2016. Delays have been caused by SAPN's procurement processes of Civil contractors pushing out the original commencement date of the undergrounding works.

Council has been briefed on the design of the streetscape upgrade and final design details have subsequently been completed.

c) Unley Central Redevelopment: development deed completed

Development Deed signed under seal by CEO and Mayor on 22 February 2016. There are a number of milestones in the deed and the Council will be provided with update reports during the year.

d) Asset Management system

A new interfaced information system with associated maintenance programs went live on 27 January 2016, including the key asset groups being placed on a new GIS system.

All outdoor teams are now using mobile tablets and weekly work plans to plan work in a more effective manner.

Formal cyclic maintenance programs have been introduced for a number of assets, such as open space, buildings, and cleansing.

Discussions regarding Level of Service are to be continued with Elected Members as this is an important topic in terms of customer expectations and resourcing.

e) Develop policy and identify sites of strategic importance to the city and instigate actions to enable consideration of purchase of properties.

A workshop was conducted with the Strategic Property Acquisition Group on 24 March 2016, to develop a framework for assessment of strategic property purchases. The draft framework is to be presented at the next meeting on 1 June.

5. Innovation and Change

The Service Review program for 2015-16 is well underway and the following is a summary of the progress at the end of quarter three.

Community Centres

The community centre usage data collection analysis is now complete and the findings were presented to Council via a Memo on 17 March.

Finance

The draft report has been received suggesting a number of areas to focus on. This review will be completed by the end of May.

HR

The HR operating model has been reviewed with a revised structure currently being implemented. The new structure is expected to be fully implemented by July 2016.

Community Transport

Stage Two of the review is in progress and on track for completion by the end of June.

Depot Workshop

This review is complete and the findings were provided to Council in March. Short term savings have been realised and included in the 2016/17 budget.

Traffic/Regulatory Services

The efficiency review is underway with recommendations being finalised.

Three other services/ processes

The CEO has initiated project briefs to be undertaken in the following areas:

- Traffic and Parking - processes have been mapped and analysis on improvements commenced. This project is on track and will be completed by the end of June.
- Customer Service - Activity analysis and benchmarking has commenced. Internal engagement has been completed and a number of models identified. This project is not expected to be completed until September 2016.
- Assets and Infrastructure Administration – Due to the implementation of the Asset Management system early 2016, it was agreed to postpone this review until 2016/17

6. Relationships with Stakeholders

Actively contribute to the CEO and Mayor/CEO meetings of ERA.

The ERA CEO's meet on a monthly basis and mayors / CEO's on a bi monthly basis to discuss ERA initiatives of importance. The ERA Strategic Plan has been submitted to

all member councils for endorsement. This will provide the future focus of ERA for the next 5 years and in particular, there are a number of initiatives to be implemented in the next 24 months.

7. Community

Develop strategies for improving the services identified as in need of improvement from the Community Survey: traffic management, car parking, footpaths and footpath sweeping.

Appointment of consultants for update of Unley Integrated Transport Strategy has commenced.

The standard of engagement was also flagged by the community as a process requiring improvement. Our Community Engagement Toolkit has been in place since July 2014, and staff competency training has been completed. An internal survey to ascertain further opportunities for improvement was recently undertaken, with initial recommendations to be presented to the CEO in May.

8. External Relations

France

The Mayor and CEO are part of a Committee looking to establish the South Australian Branch of “Creative France” to promote French Culture in South Australia. The Committee have expressed an interest in using of one of the village green cottages which is currently vacant as an office as well as a residency for visiting French artists. This could result in a program of overseas artists visiting Unley and South Australia and would provide an opportunity to promote French culture and arts in Unley. A partnership agreement is being worked on with Alliance Francaise to strengthen the current relationship.

Tanzania

We are awaiting a formal proposal from the Minister of Local Government in Tanzania based on discussions that occurred last year.

China

The South Australian Government has a China Engagement Strategy which aims to increase business for South Australian businesses; in terms of trade and investment as well as increasing tourism and numbers of university students from China. They have identified that local councils are key to the success of the strategy. The State Government invited the Council to send a representative to Shandong Province as part of the South Australian Government’s delegation in 2016, but no Council delegate was sent.

Council has also been working closely with the Australia China Business Council in SA to identify opportunities for Unley, particularly in the area of attracting Chinese students to Unley. The City of Unley has developed a Memorandum of Understanding with the Confucius Institute (University of Adelaide) on a number of initiatives to assist in this area.

The inaugural Ni Hao Unley Chinese Cultural Festival was held in Oxford Terrace on Friday 1 April 2016, to strengthen the links between the City of Unley Community and China. The event was held in partnership with the University of Adelaide's Confucius Institute and attracted over 2,000 people to our city.

Quarterly Financial Report

Quarter ended March 2016

	Actual YTD \$'000s	Budget YTD \$'000s	YTD Variance Fav/(Unfav) \$'000s	Full Year Revised Budget \$'000s
Operating Income	42,759	42,608	151	44,422
Operating Expenditure	29,088	29,250	162	40,905
Funding Surplus before Projects	13,670	13,358	312	3,517

New expenditure – Operating projects	1,081	1,086	5	1,892
--------------------------------------	-------	-------	---	-------

Net expenditure – Capital projects	4,494	4,610	116	11,202
------------------------------------	-------	-------	-----	--------

Comments

Council's operating result is favourable to budget by \$312k with minor variances in projects (Operating and Capital) relating to timing.

ON TRACK TO MEET BUDGET



ON TRACK DEBT RECOVERY



ON TRACK CASH FLOW

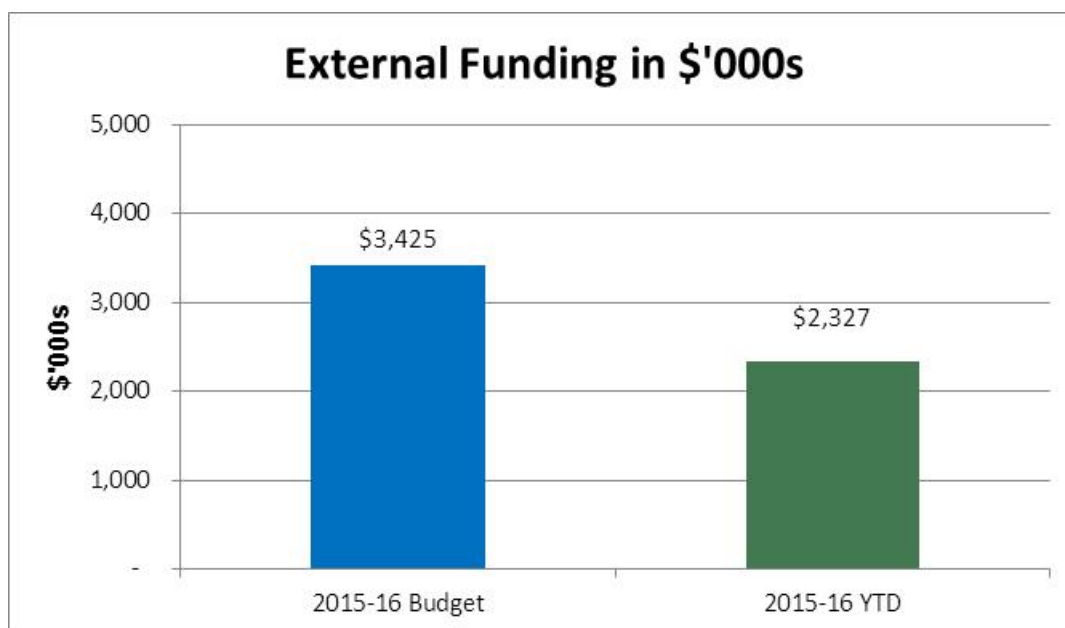


ON TRACK COMMUNITY LOAN REPAYMENTS



Community Loan repayments are now up to date. Unley Amateur Swimming Club's repayment of \$1,000 due on 31 December 2015 was paid in April 2016.

External Funding Grants and Subsidies 2015-16



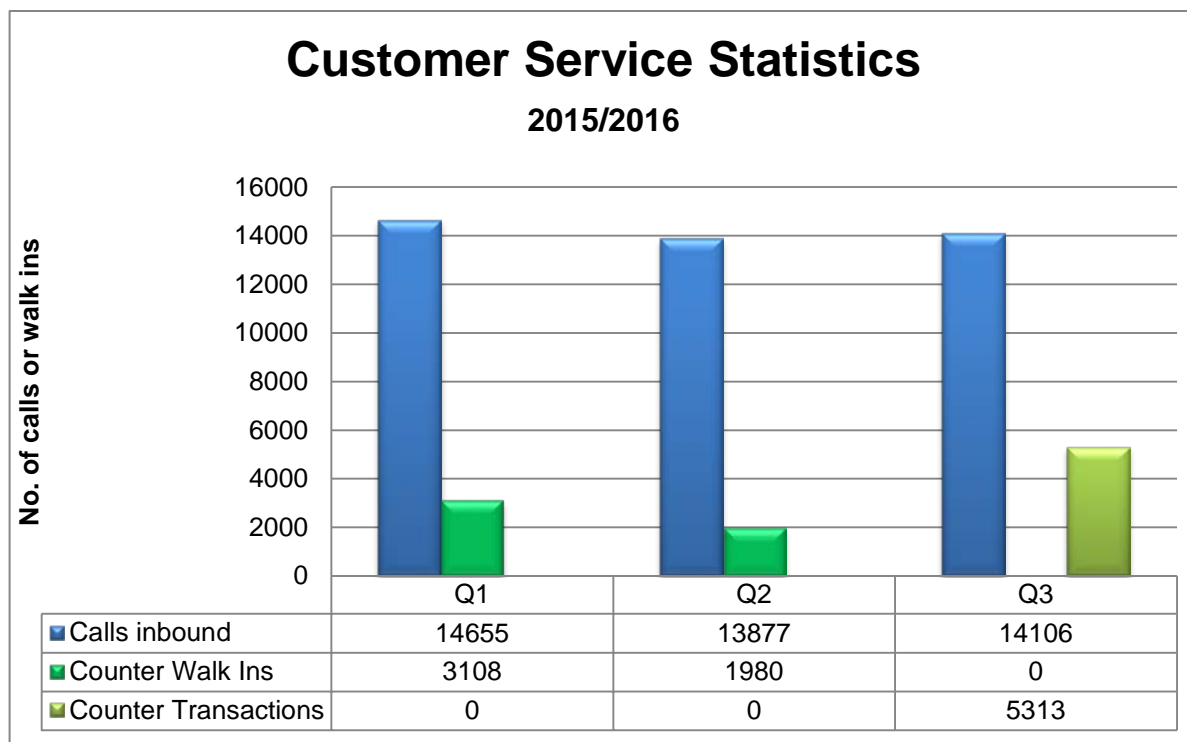
	2015-16 Actuals \$'000s	2015-16 YTD Budget \$'000s	Variance \$'000s	2015-16 Budget \$'000s
Grants – Health and Ageing	1,210	1,206	4	1,427
Grants – Financial Assistance	298	298	-	397
Grants – Library Board	282	278	4	278
Grants – Local Roads	114	114	-	151
Grants – Roads to Recovery	110	110	-	776
Operating Grants - Total	2,014	2,006	8	3,029
Capital Grants - Replacement	-	-	-	-
Capital Grants – New	314	314	-	396
Capital Grants	313	314	-	396
Total Grants and Subsidies	2,327	2,320	8	3,425

Comments

As shown above, Council is favourable to budget by \$8k to the end of March 2016.

In terms of the outstanding payments for 2015-16, grant funding for Health and Ageing, Financial Assistance Grants, Local Roads and Roads to Recovery are all on track with the final quarterly payment due in the 4th quarter.

For New Capital Grants, the outstanding grants relate to the Stormwater and Water Sensitive Urban Design Implementation (on track and part payment received) and \$46k for Duthy/Fisher St intersection work. As part of Budget Review 3, it is proposed that the Duthy/Fisher St project no longer go ahead given the significant costs involved in moving underground services.



Comments

Calls Inbound

Call volumes increased slightly (by 229 calls) compared to Q2, but were lower than the same time last year due to fewer business days, with Easter falling in March in 2016 as opposed to April in 2015.

February received the highest call volume of the quarter (5,051 calls answered) which can be attributed to the commencement of the paid parking trial in Railway Terrace South and associated media.

The end of January also received a spike in calls relating to enquiries about flooding, due to severe weather.

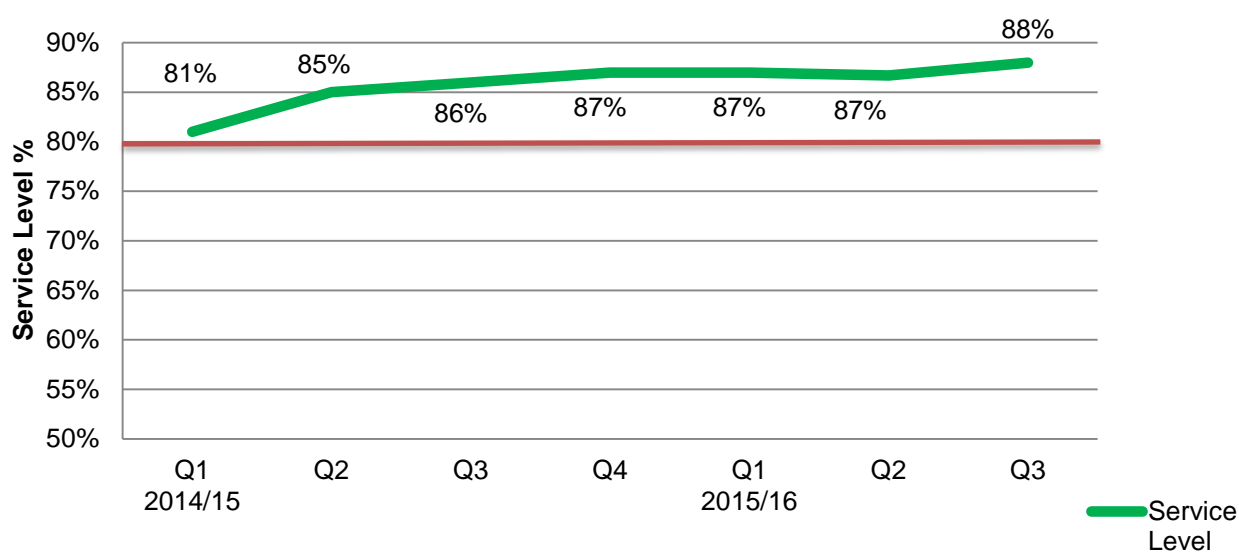
Counter Walk-Ins/Transactions

Note that the Counter Walk-Ins figure data does not appear in the table due to a change to the reporting methodology that delivers a more valid picture of counter productivity than previous methods. This produces the number of counter 'transactions' as opposed to simply the number of people attending the front counter.

From Q3 onwards, the reported number will be Transactions rather than the number of Counter Walk-Ins.

Service Level Tracking

Quarter Average 2013/14-2015/16



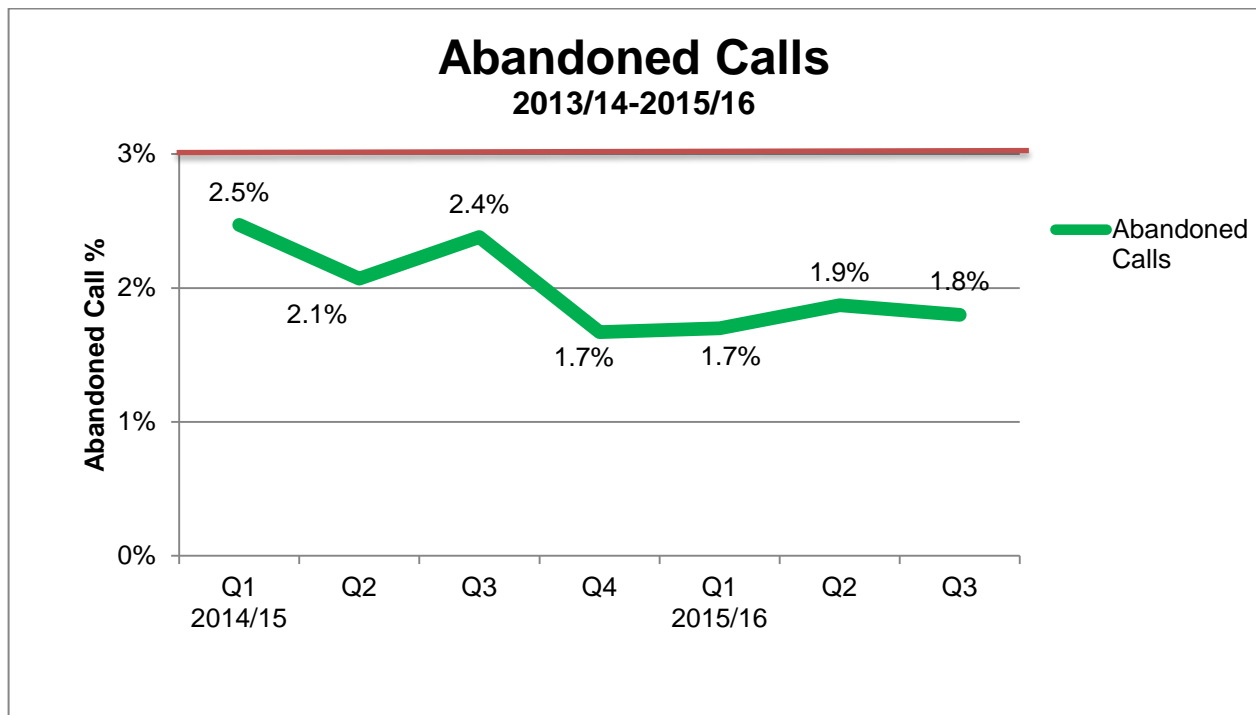
Comments

Service Level Tracking Target: Answer 80% of all incoming calls within 30 seconds.

The average service level for this quarter was 88%.

Service levels remain consistent, supporting the success of changed practices within the centre.

	Jan	Feb	Mar	Jul	Aug	Sep	Oct	Nov	Dec
2015				88%	86%	87%	85%	85%	90%
2014				84%	82%	78%	84%	86%	85%
2016	87%	88%	88%						



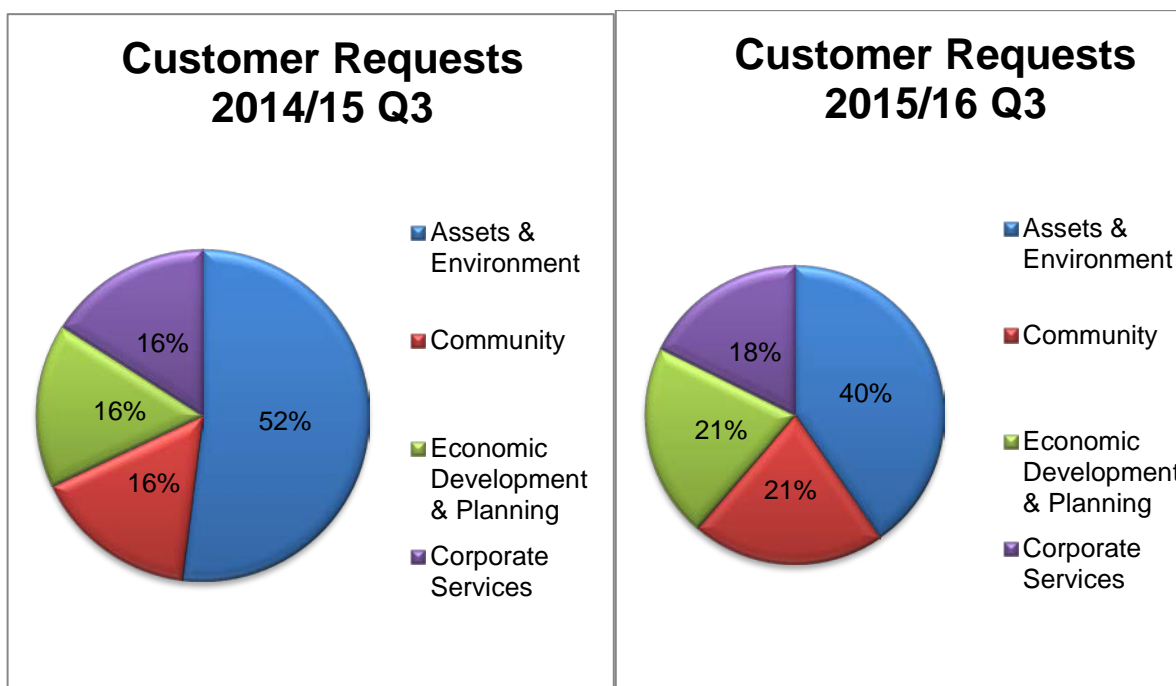
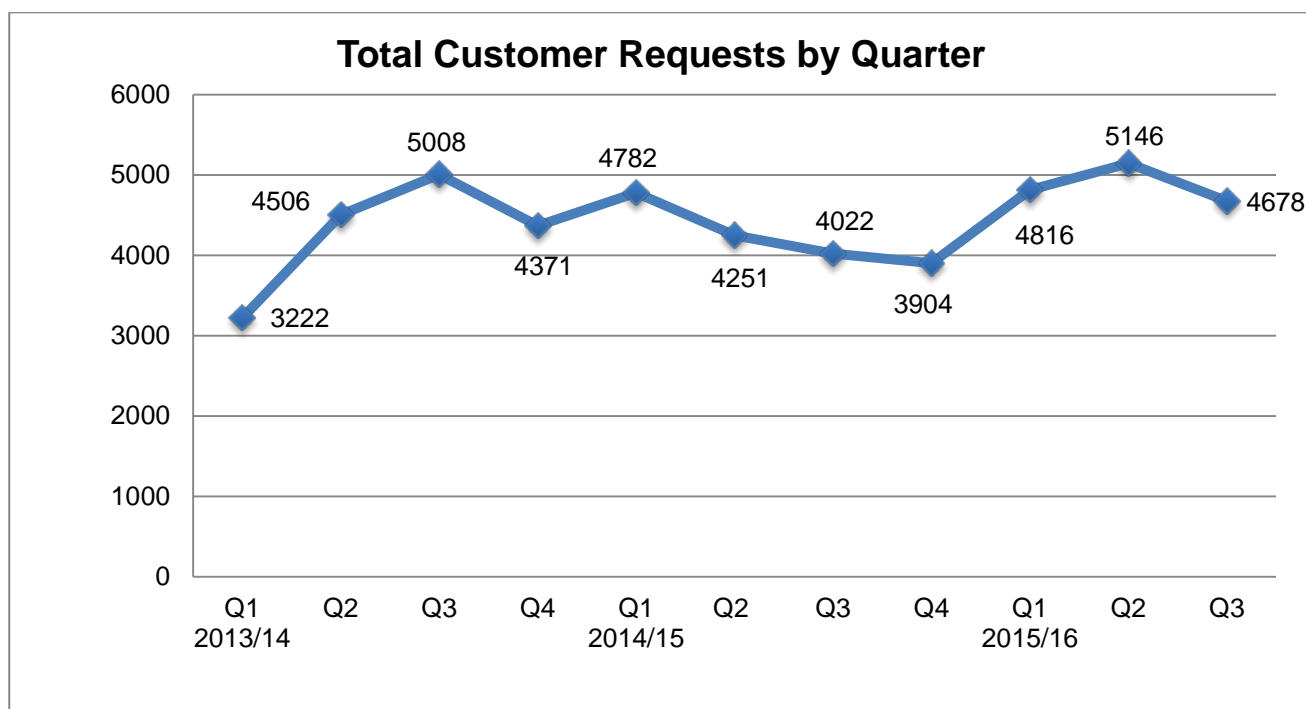
Comments

Abandoned Calls Target: No greater than 3%

The abandoned call rate remains consistently below the maximum target rate.

Historically December's 'Abandoned' rate decreases due to lower call volumes which increases in January as residents return home from holidays.

Customer Requests



Comments

- Total Customer Requests for Service for the current quarter were 4,678
- 87% (4,087) of customer requests for service were either closed out or not yet due for completion, compared with 93% (3,760) in 2014/15 Q3.

Comparison with Same Quarter Last Year

- 2015/16 Q3 customer requests for service totaled 4,678 which is 656 more than the same quarter 2014/15.

These requests are phone messages lodged by customer service in CRS for staff members to return calls

2015/16 Quarter 3 – Top Five Received Customer Requests

Customer Request Type	Number
Change of ownership	405
Expiation Notice Reviews	279
Request for street tree maintenance	236
Trial Pay for use – Parking Permit application	228
Query on existing DA	223

2014/15 Quarter 3 – Top Five Received Customer Requests

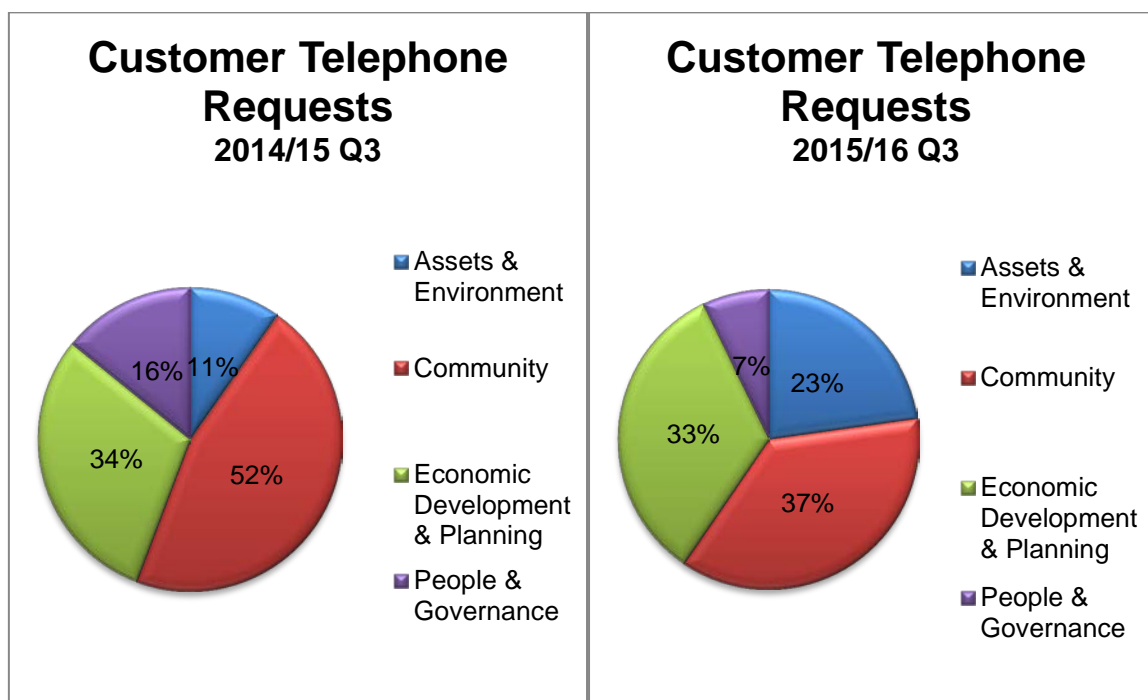
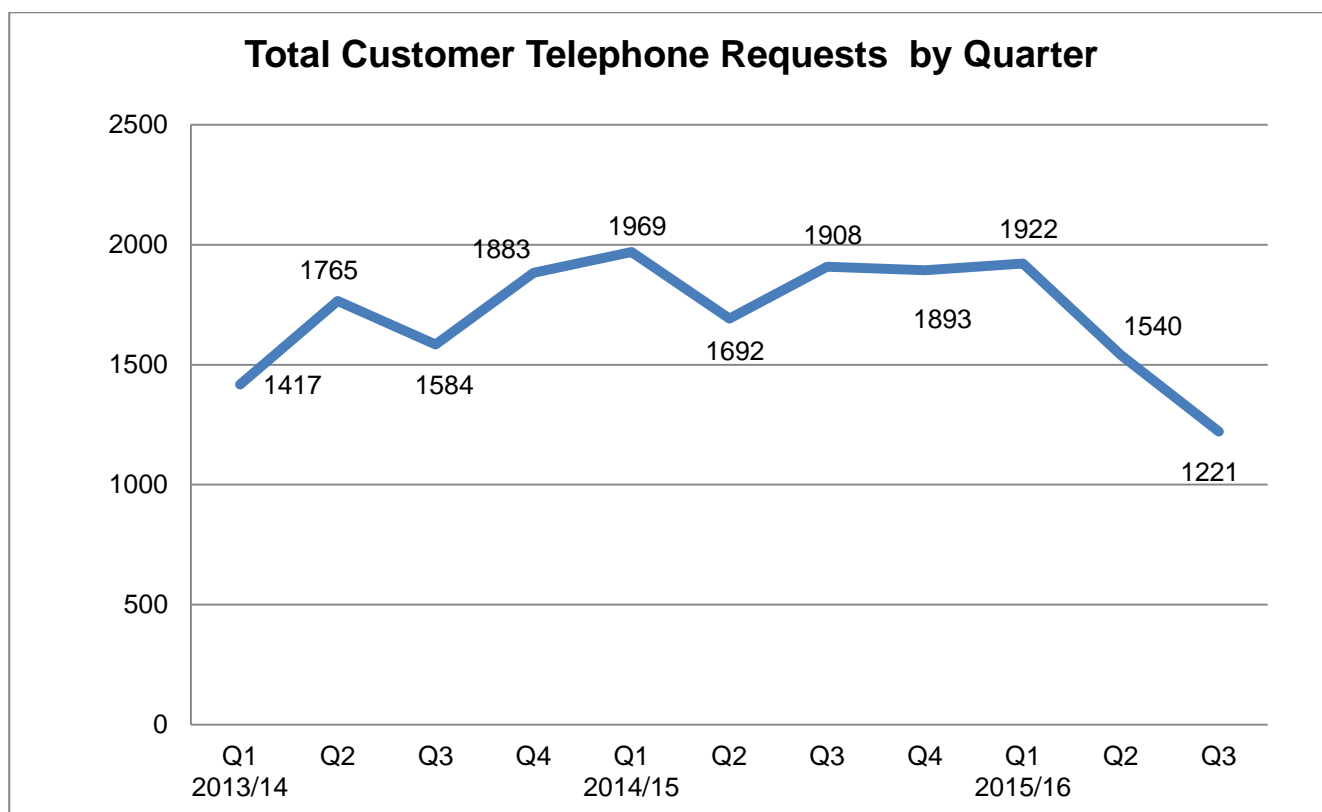
Customer Request Type	Number
Council Property Maintenance (Internal and External)*	411
Change customer details and address	248
Change of ownership	219
Request for street tree maintenance	214
Query on existing DA	193

* Council Property Maintenance, which has appeared each month in the top five, was divided into internally and externally sourced requests on 1 June 2015.

2015/16 Quarter 3 – Internal versus External Maintenance Requests

Customer Request Type	Number
Council Property Maintenance - Internal	150
Council Property Maintenance - External	36

Customer Telephone Requests

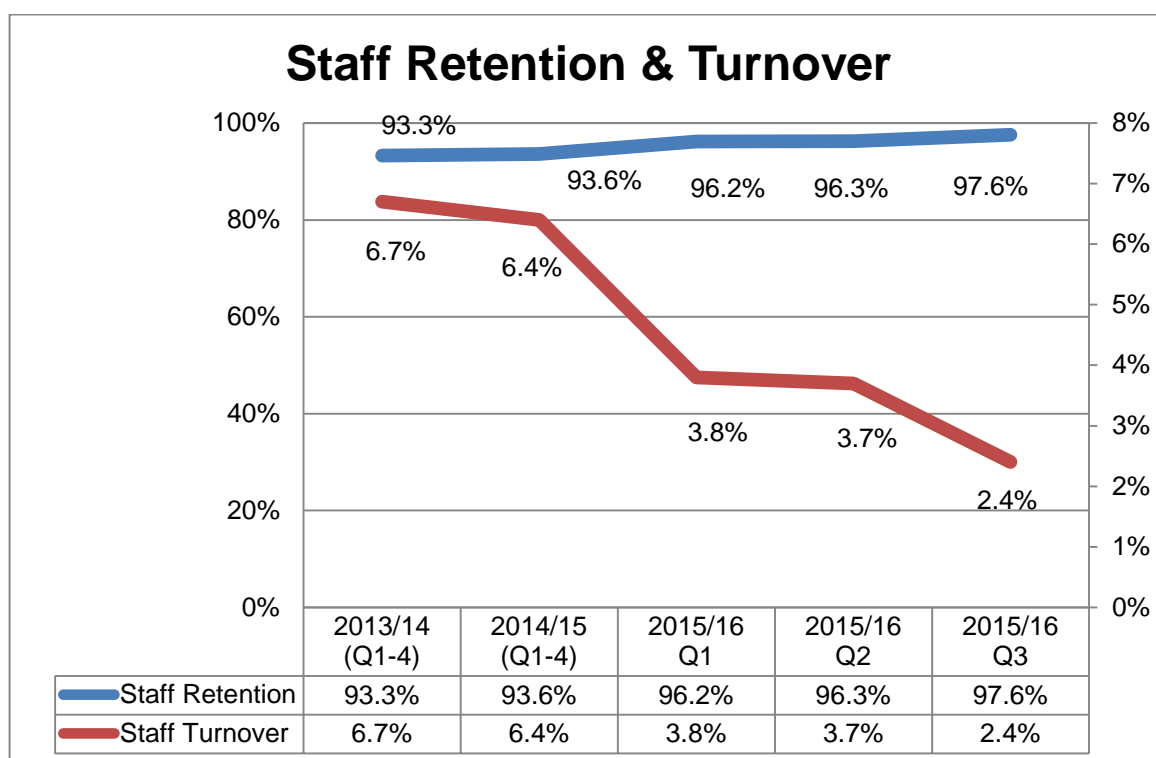


Comments

- Total customer telephone requests for the current quarter were 1,221 with a decrease of daily averages seen across January, February and March with no trends identified.
- 99% (1,206) of customer telephone requests were either closed out or not yet due for completion

These are requests lodged in the CRS system via Customer Services, Dataworks, and On-line for services by Council, (topics include roads/footpaths, trees or waste collection).

Staff Retention



Comments

A summary of permanent and fixed term staff retention and turnover is reflected in the table below.

CoU Staff Summary – as at 31 March 2016	
Headcount	207
FTE – Council Funded	174.33
FTE - Grant Funded	10.37
Total FTE	184.7
Separations (Headcount)	5
Separations (FTE)	4.92

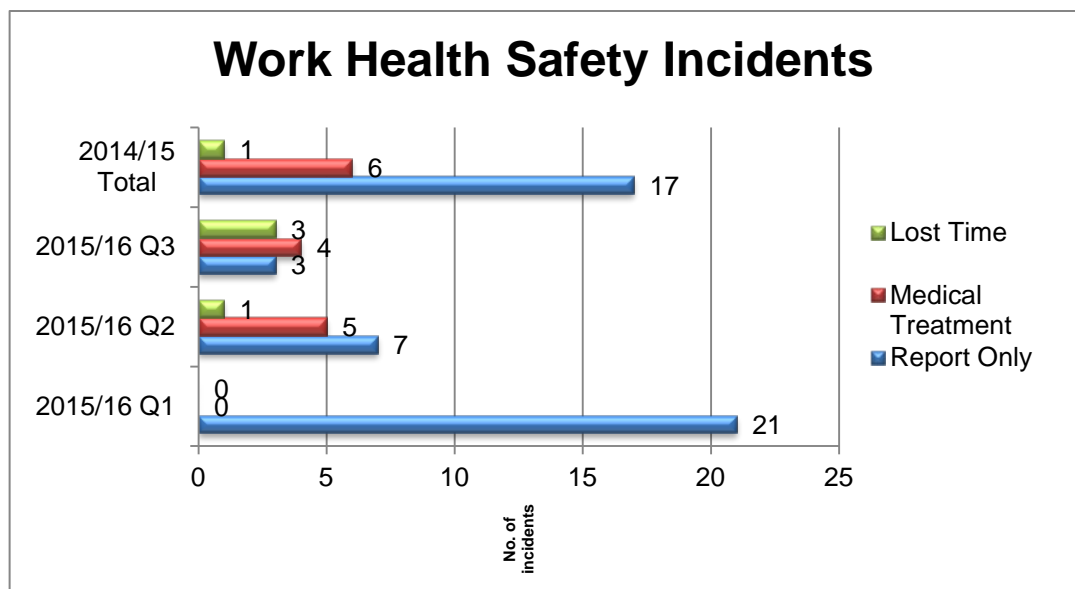
Based on the above, turnover for the period was 2.4% with a staff retention figure of 97.6%.

*Note: The above turnover figure is based on **headcount** (not FTE) separations and does not include casual and short-term contract staff whose arrangements have finalised.*

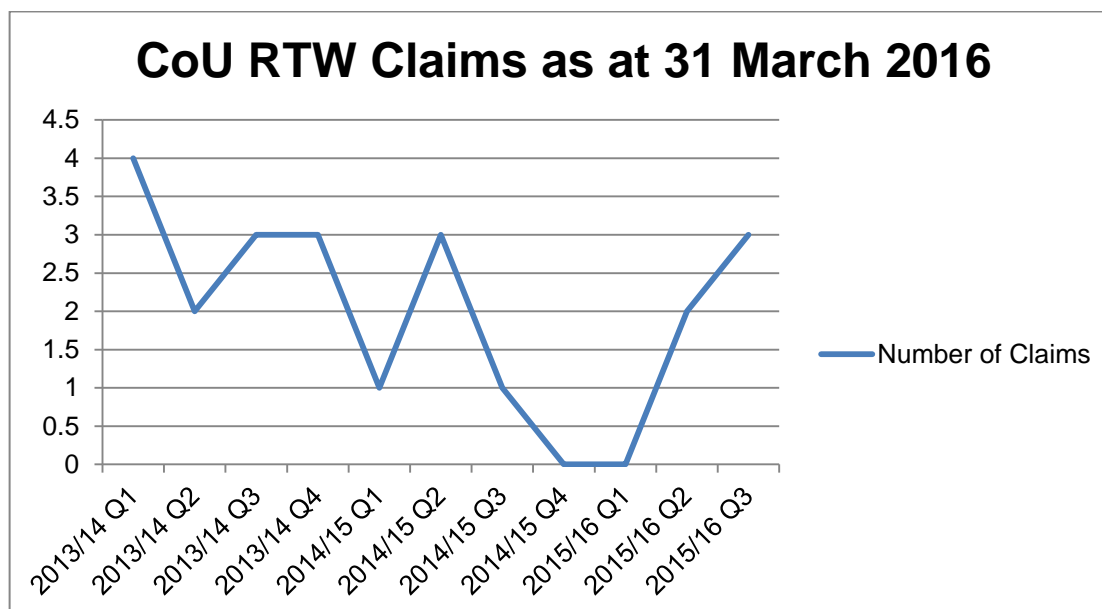
Annualised attrition at this point represents 12.3% (based on first, second & third quarter actual staff exits), which is a reduction from 15% in Q2.

Having said this, the City of Unley age profile (average ~44 years) would suggest a progressive increase in retirements for the foreseeable future which will require mitigating plans to be established.

Work Health Safety Report



WHS Return to Work (RTW) Claims Report

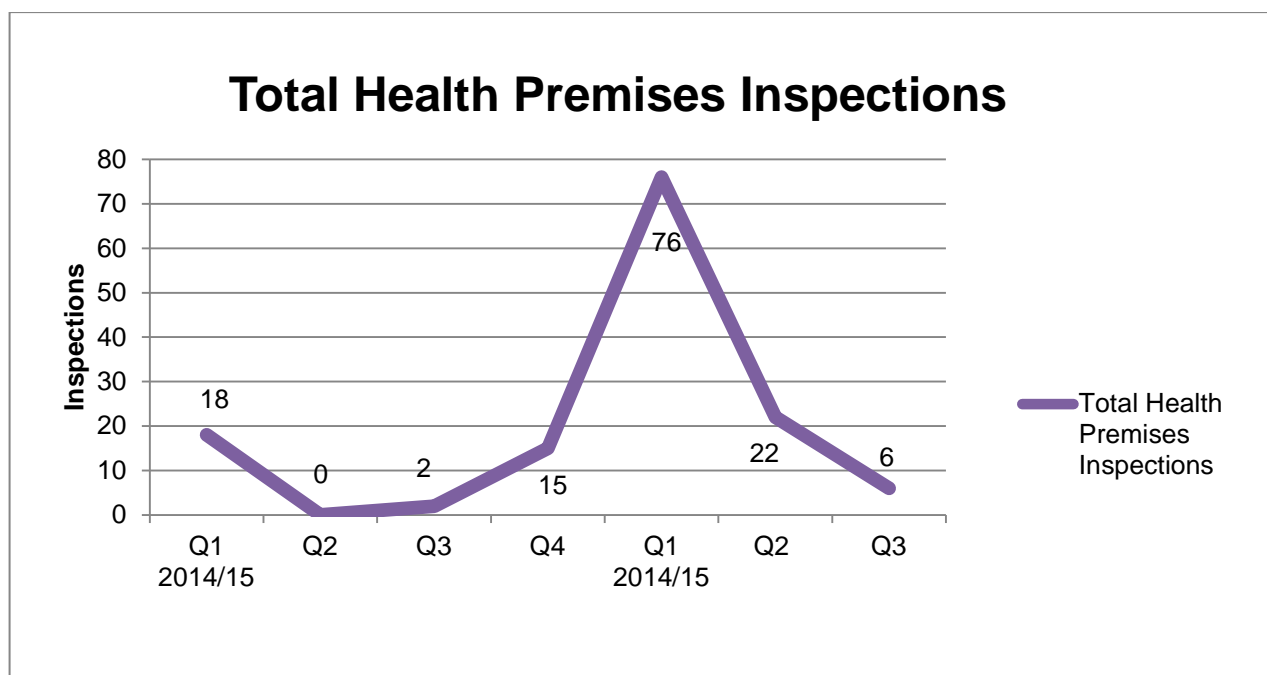


Comments

The City of Unley's consistently low RTW claim level continues this quarter. There were three claims for this quarter which included one lost time injury (LTI) as of 22/04/2016. Two of the three claims for this quarter are currently being processed by LGAWCS (the Scheme). This could potentially see data for recorded LTI claims and days for this quarter change in future reports, although any change is not expected to be material.

The Incident Report graph above shows a continuing downward trend in the number of Incident Reports received over-all. Statistically this is very positive however, further work needs to be undertaken to ensure all incidents and hazards are being reported across business areas. Anecdotal evidence suggests there could be opportunity to improve in this space.

The introduction of the newly created WHS Partner role (commenced 26 April) will bring a stronger emphasis on engagement and safety culture across the Council, along with improved capabilities around reporting and preventative and corrective actions.



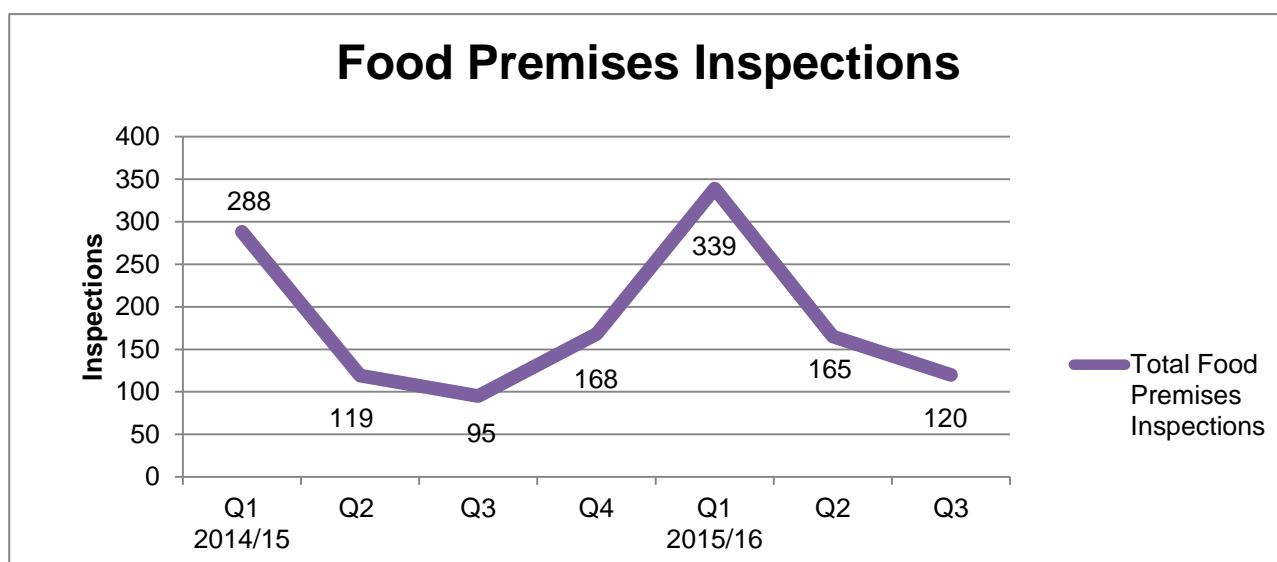
Comments

Total health premise* inspections – 6

Environment Health Officers are now conducting two inspections per swimming pool per year instead of one as was the case in 2014/15.

The Q1 spike was due to cooling tower and hair dresser/beauty inspections.

**Health premises consist of cooling towers, warm water systems, swimming pools, and hair and beauty, tattooists, skin penetration businesses.*

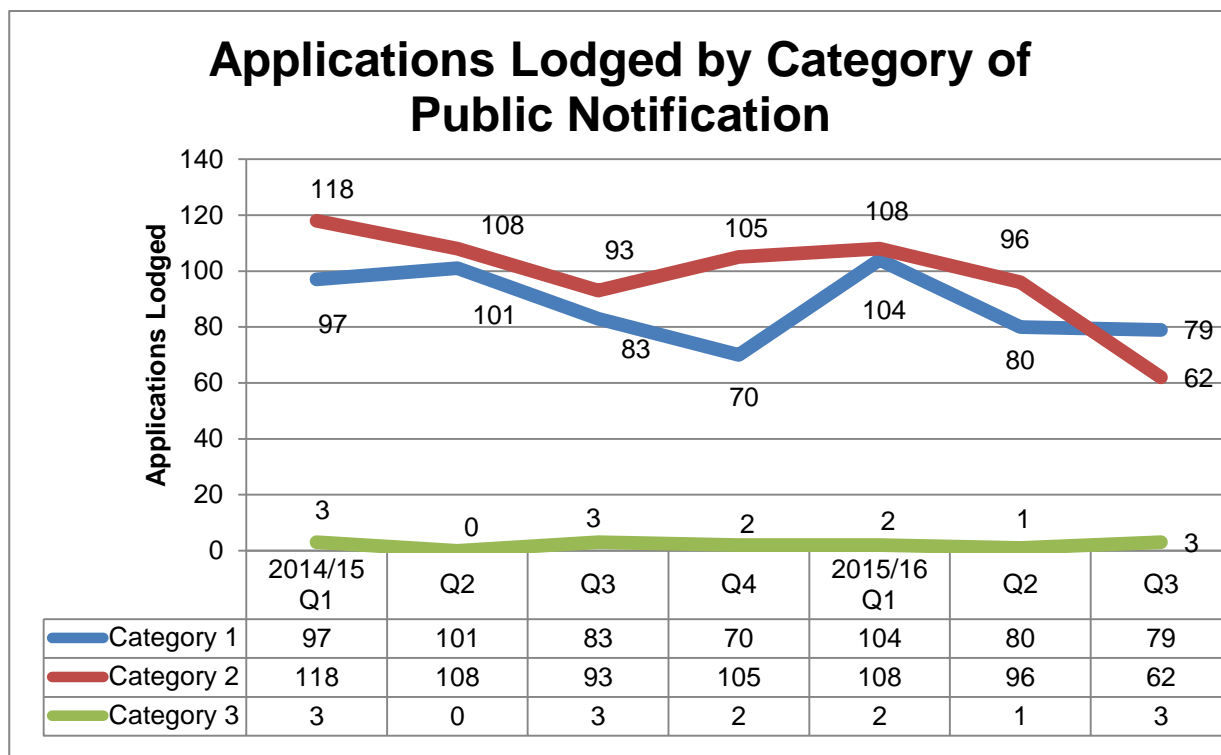


Comments

Numbers for Q3 are consistent with the same quarter 2014/15.

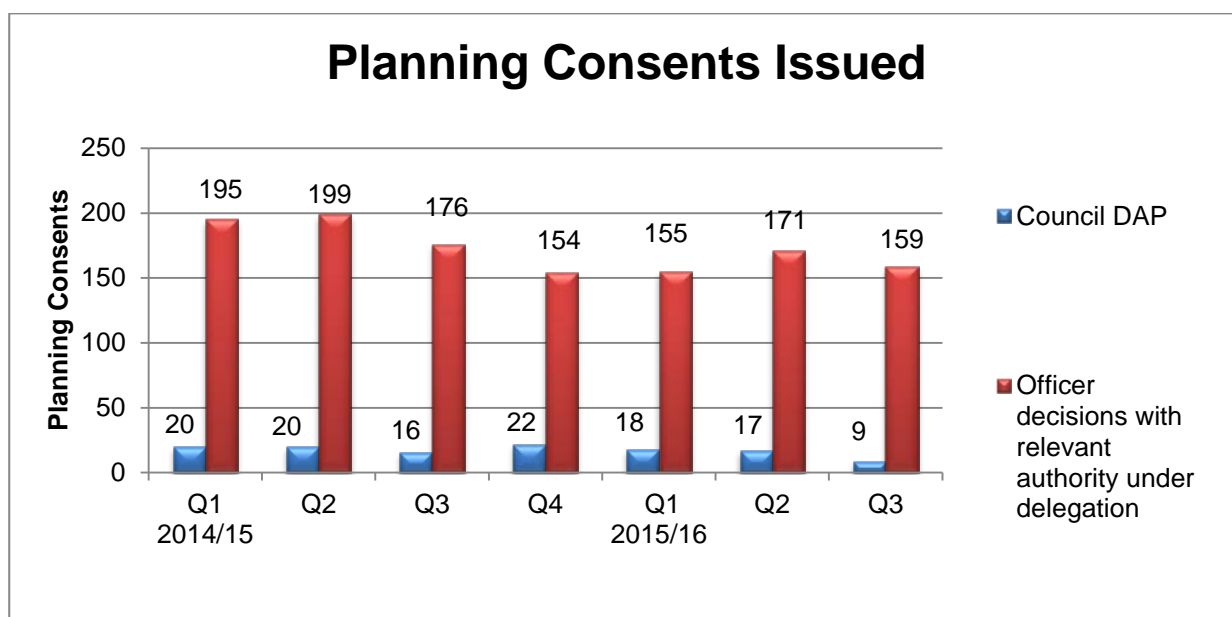
Q1 inspections were higher than normal due to the Royal Show.

Applications Lodged by Category

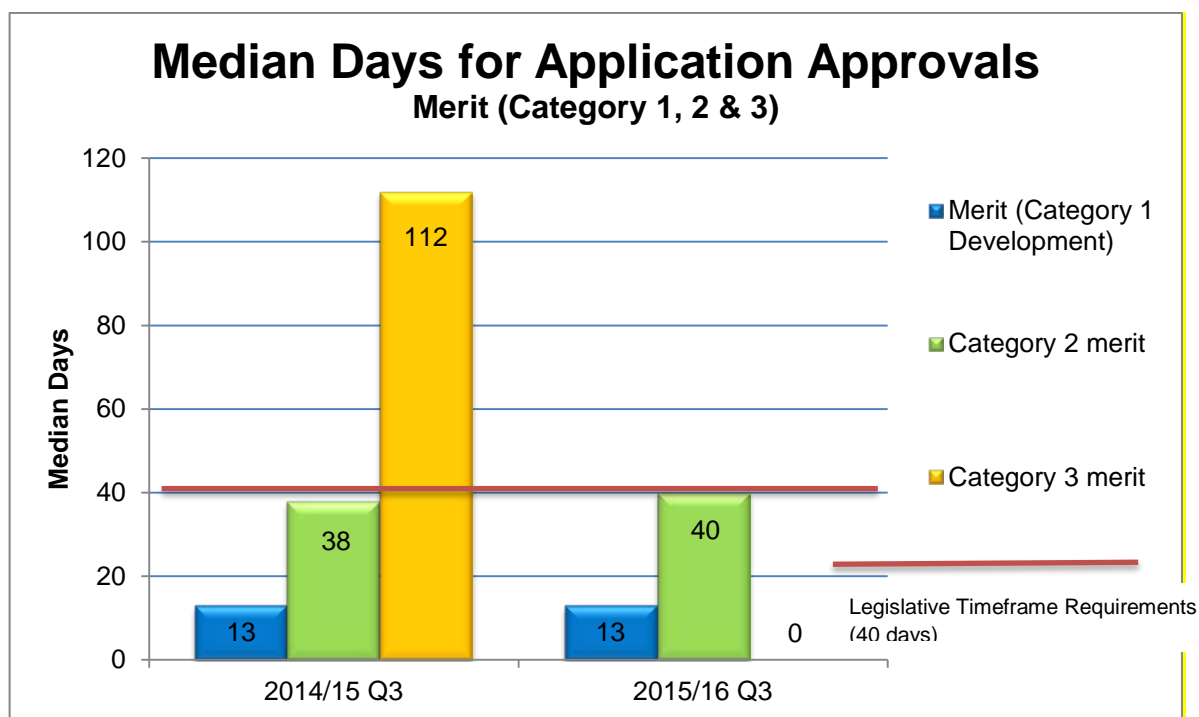
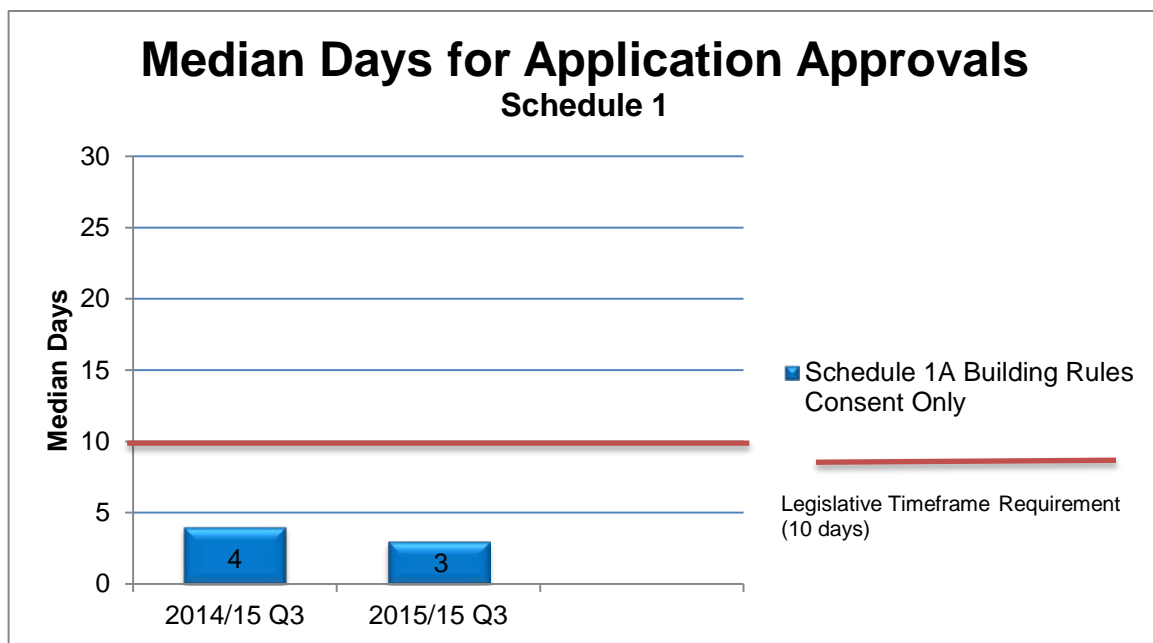


- **Category 1:** No public notice is given, no public consultation occurs and there is no right of appeal by “third parties” against the decision.
- **Category 2:** A notice, describing the development, identifying the land and stating such things as whether it is complying or non-complying development must be given; the relevant authority to the owner and occupiers of adjacent land. (i.e. the neighbours)
- **Category 3:** The same notice must be given to adjacent owners and occupiers. Notice must be given to those considered by the relevant authority to be “significantly affected” by the development and the general public must be notified by publication of a notice in a newspaper.

Planning consents issued by relevant authority

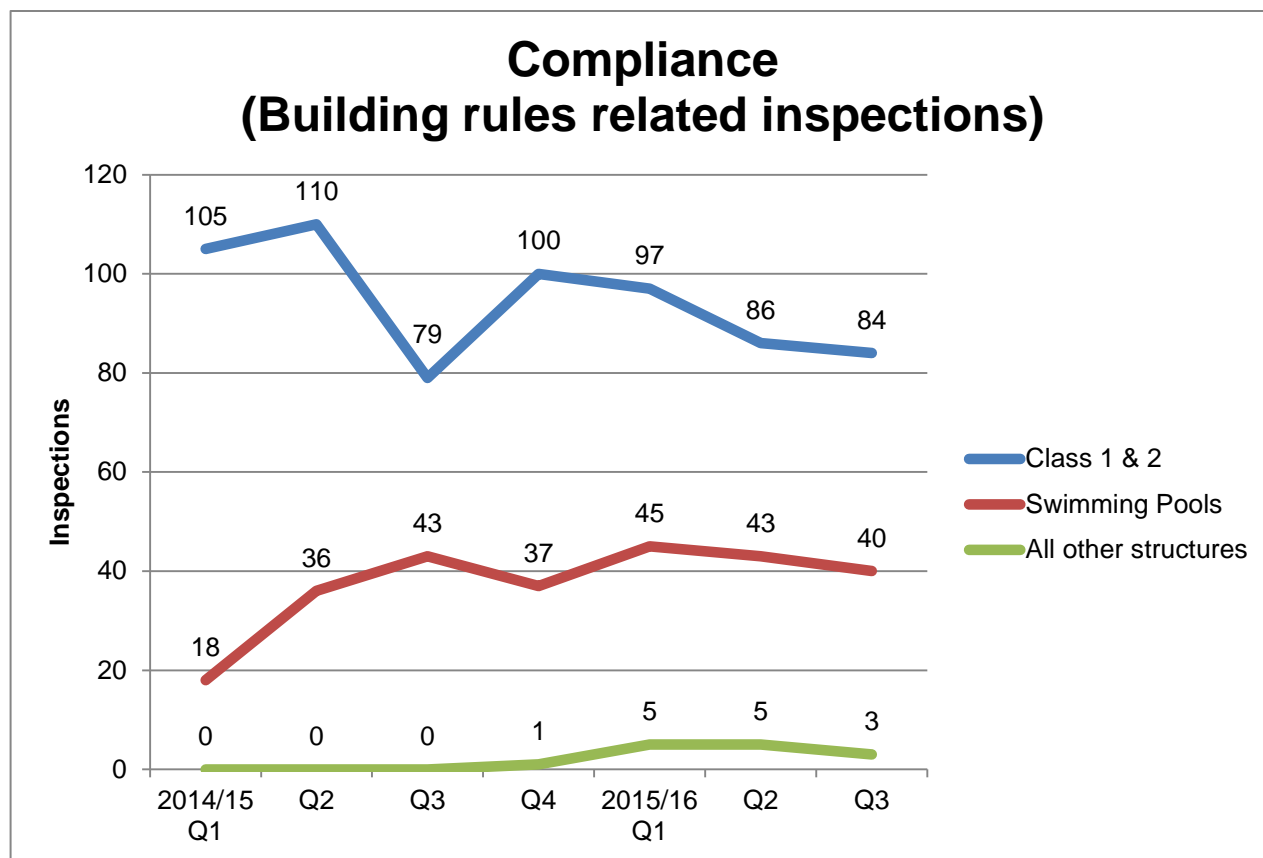


Median Days for Application Approvals



Comments

There was no category 3 applications in Q3 2015/2016 and hence no comparison can be made with Q3 2014/15.



Notes

Numbers refer to the number of sites inspected, not the number of inspections.

Class 1

One or more buildings which in association constitute:

Class 1a

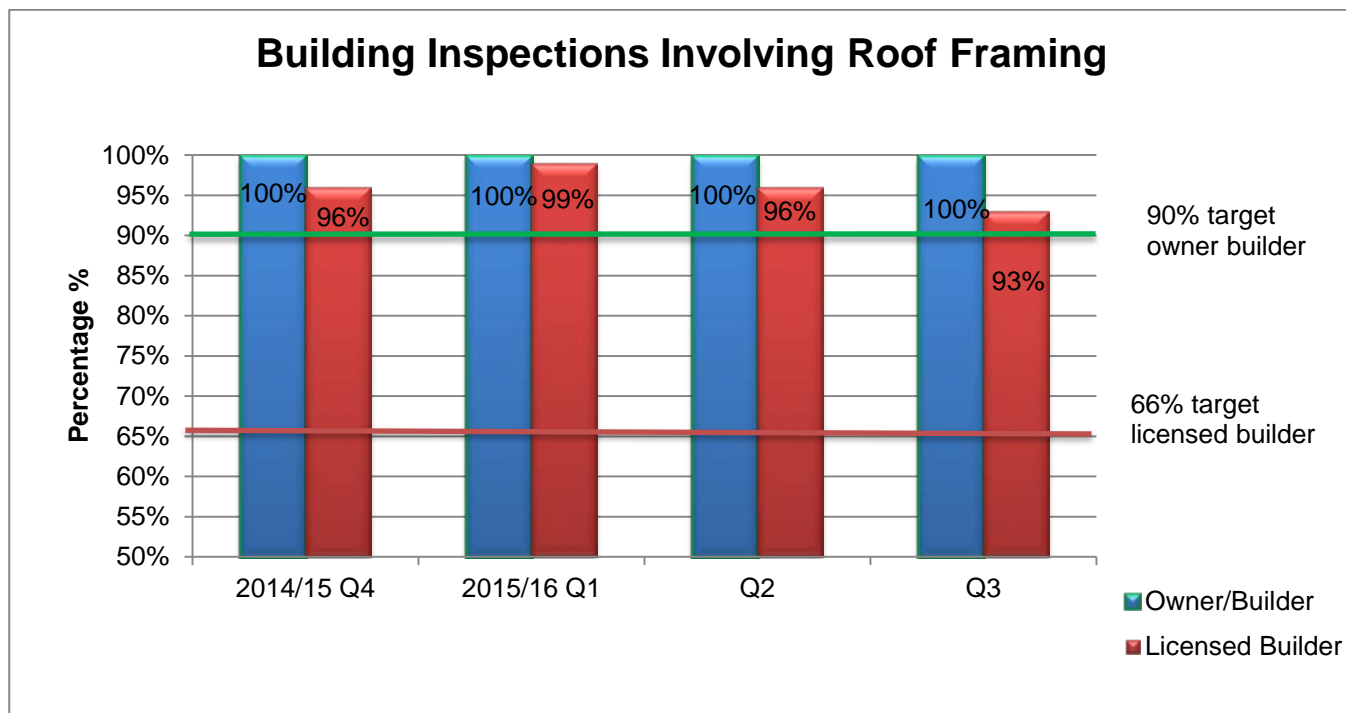
A single dwelling being a detached house, or one of a group of two or more attached dwellings, each being a building

Class 1b

A boarding house or like in which not more than 12 persons would ordinarily be resident; or four or more single dwellings located on one allotment and used for short-term holiday accommodation, etc.

Class 2

A building containing 2 or more sole-occupancy units, each being a separate dwelling.



Notes

Prescribed Minimum Levels

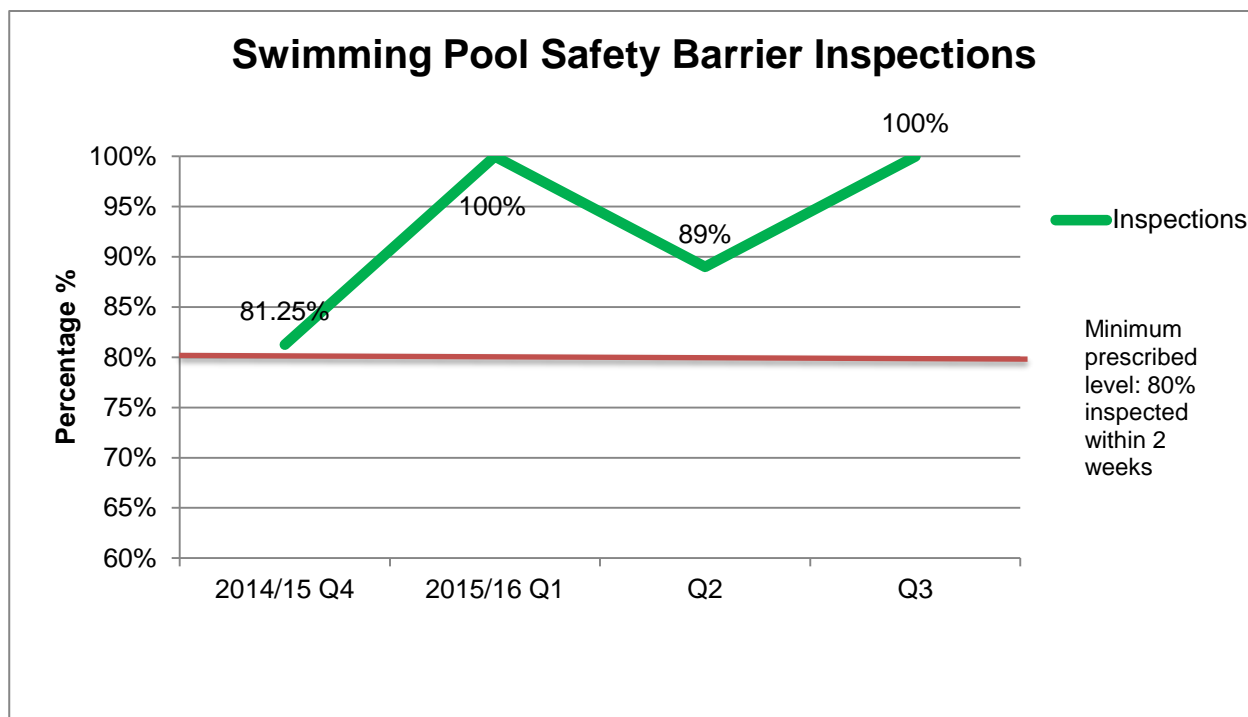
In accordance with Section 71A(4a) and Regulation 80AB(2) Council's Building Inspection Policy specifies the following minimum building inspection levels for all classes of buildings, other than Class 10 buildings which are not attached to any part of the roof framing of a building of another class:

Where the building work involves the construction of any roof framing within the area of the Council:

- (a) A number of inspections **equal to 66%** of the building rules consents 3 issued over the course of the year for building work involving the construction of any roof framing where a licensed building work contractor is responsible for the relevant building work⁵, and
- (b) A number of inspections **equal to 90%** of the building rules consents issued over the course of the year for building work involving the construction of any roof framing where a licensed building work contractor is not responsible for the relevant building work.

The inspection figures shown confirm compliance with the above percentages and associated legislation.

Swimming Pool Safety Barrier Inspections



Notes

Prescribed Levels

In accordance with Section 71AA(7) and Regulation 76D (4b) Council's Building Inspection Policy specifies the following safety barrier inspection levels.

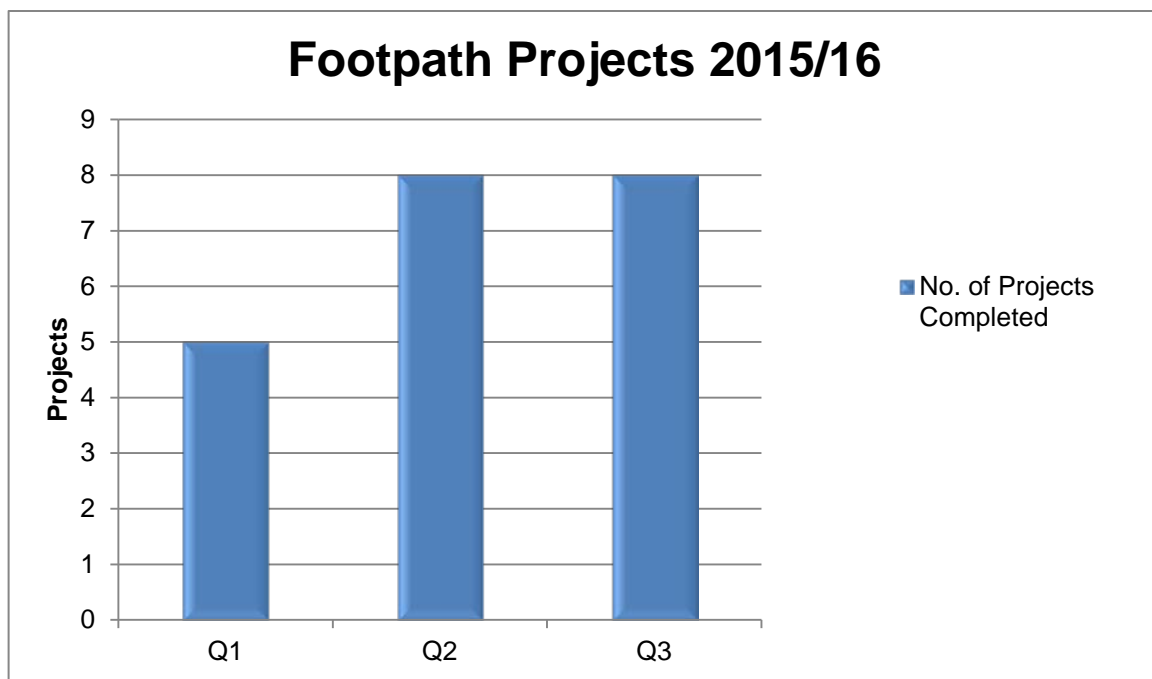
Where the building work involves the construction of a swimming pool (including safety fences and barriers associated with such swimming pools) within the area of the Council:

- (a) A number of inspections equal to 100% of the building rules consents issued over the course of the year for building work involving the construction of swimming pools.

Of these:

- at least 80% of swimming pools will be inspected within 2 weeks of Council being notified of completion of the permanent swimming pool child-safety barriers
- no more than 20% of swimming pools will be inspected within 2 months of Council being notified of the completion of the permanent swimming pool child safety.

Capital Replacement Projects



Comments

Footpaths

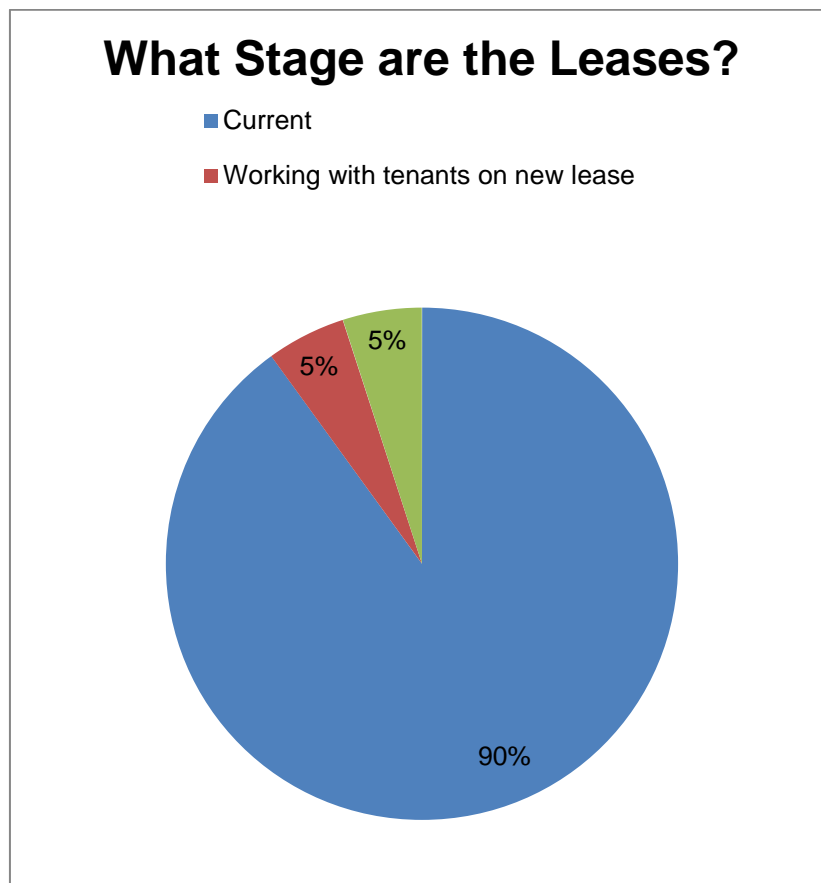
The total number of planned footpaths projects for 2015/16 is 23. To date 21 have been completed.

Footpaths completed this quarter are:

- Wood Street (Avenue - Northgate Street's west side), Unley Park
- Wood Street (Mitchell - Avenue Street's west side), Millswood
- Wood Street (Jasper – Northgate Street's east side), Millswood
- Wood Street (Mitchell - Jasper Street's east side), Millswood
- Anglo Avenue, Parkside
- Charra Street, Hyde Park
- Selkirk Avenue, Black Forest
- Auburn Ave, Mrytle Bank.

Road Projects

There have been no works this quarter for the road reseal program



Comments

Working with tenants on leases

- B&M Glass – right of way Charles Lane, Unley
 - new licence – current licence expired 26 August 2015
- Beyond Stone, Tenancy 3/73 King William Road Unley
 - extension of current lease for a further 3 years from 1 February 2016

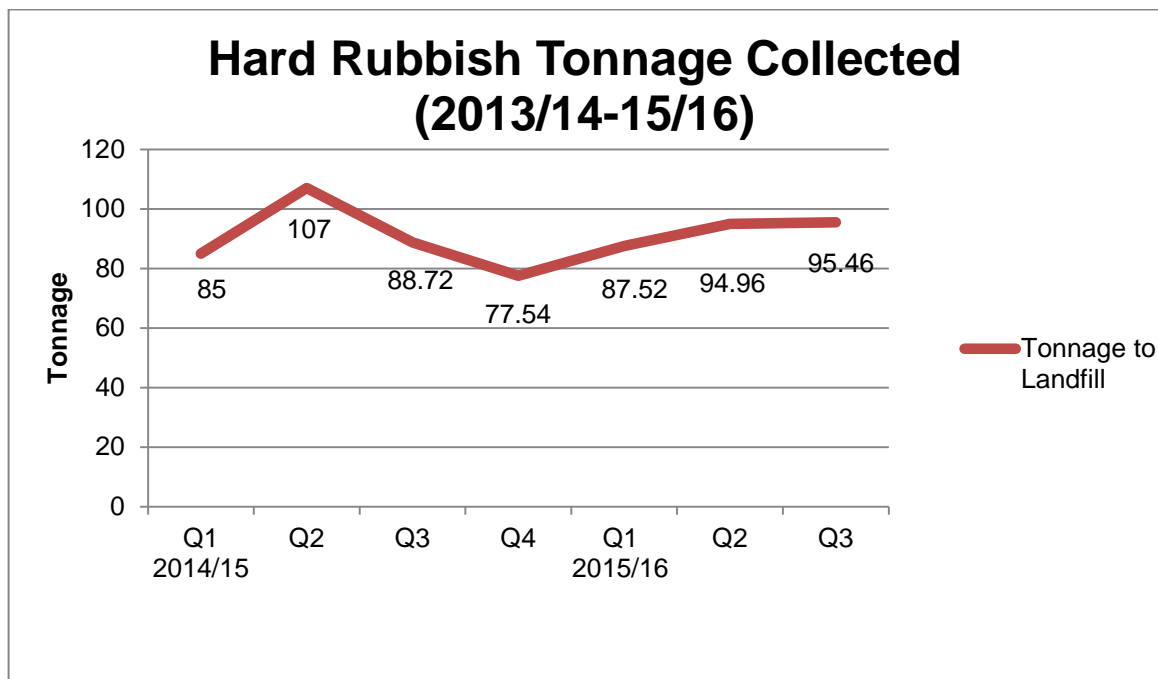
Leases with tenants to be signed

- Unley Kindergarten, 45-47 Oxford Terrace, Unley
 - extension of current lease for a further 3 years from 1 December 2015
- Kiriniari Community School, 41 Oxford Terrace, Unley
 - new licence for the 2016 school year

Leases coming up for renewal

- Women's and Children's Health Network – 411a Fullarton Road, Fullarton
 - current lease expires 30 April 2016.

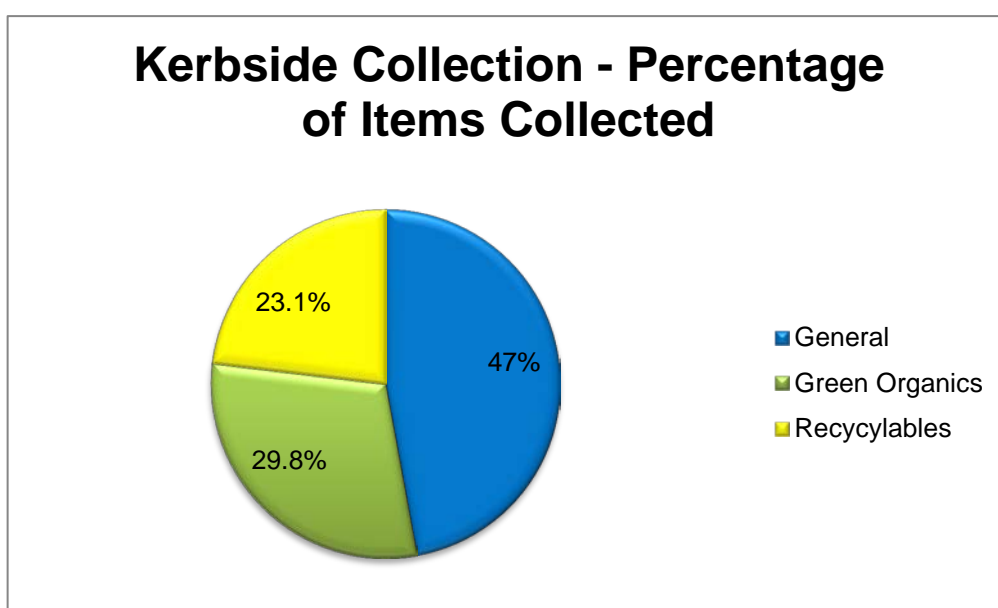
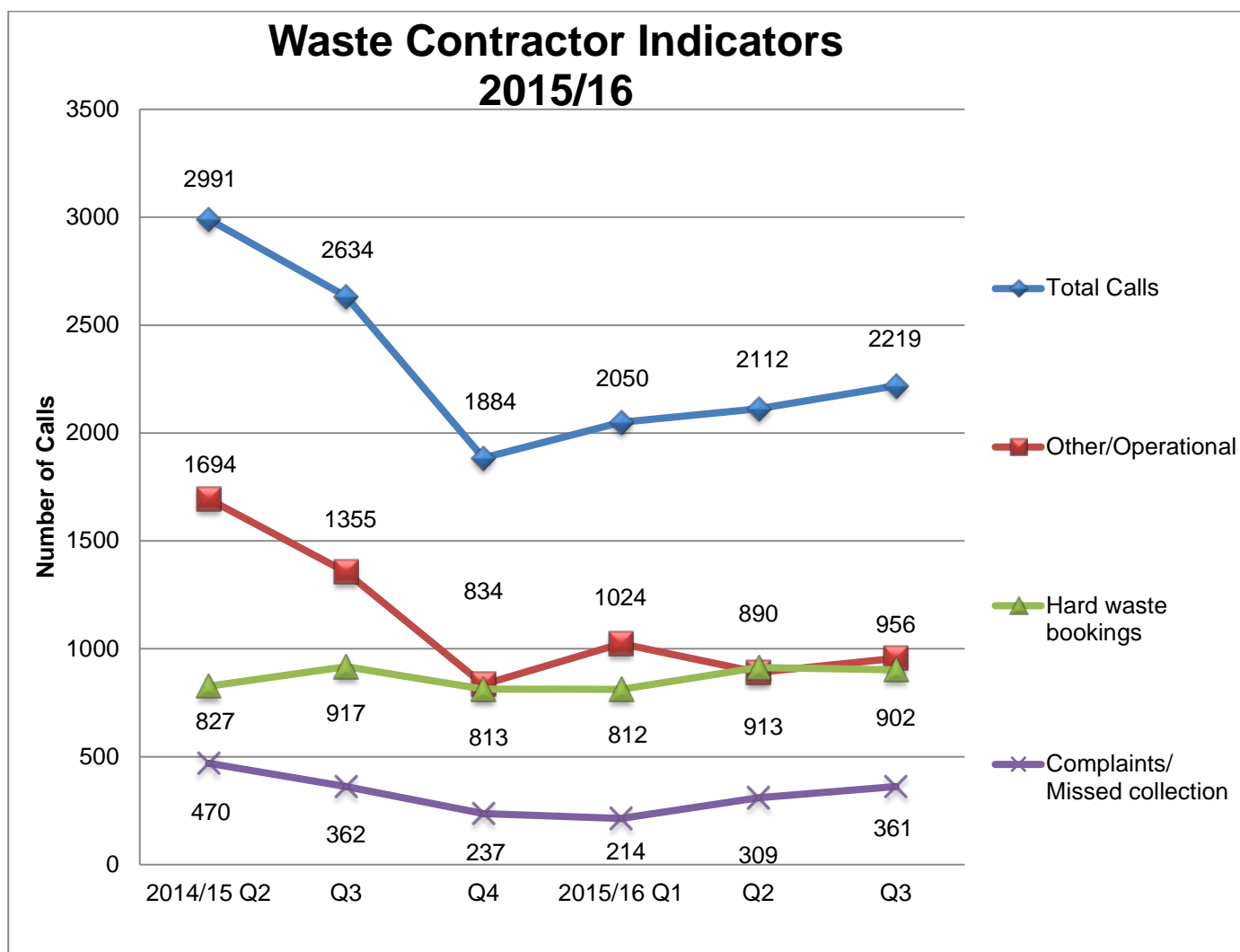
Hard Rubbish to Landfill



Comments

Council has continued with its education and awareness programs and currently participating or promoting:

- Battery and mobile phone drop off at civic centre, libraries and community centres
- School and kindergarten waste audits and advice
- KESAB - Door Stepping - promote Organics in GREEN bin
- Promotion of FREE E-Waste drop off at Adelaide Waste and Recycling Centre and Glen Osmond Recycling Centre
- Continual promotion of Kitchen Caddy and Compostable Liners – available from Council
- Hire of Community Event bins for Council and private events on Council's reserves
- Kerbside Waste Audit – recommendations to be implemented
 - KESAB – 'Take the Pledge' Campaign – encourage correct recycling by residents who pledge to do the right thing
- Business Waste education – bin stickers and information on correct items for kerbside recycling.



Diversion from landfill was 53% of the total kerbside waste collected

Council Meeting Evaluations

At the completion of each meeting Elected Members were asked to fill out an evaluation form giving a value rating on various facets of the meeting with the lowest score being 1 and the highest 5.

The results below show a total score for each question, gathered over a total of 11 meetings (Mar – Dec 2015), and the average return rate of surveys over this period was 5.5 per meeting.

Council Meeting Evaluation 2015

The broad focus of the meeting was					
Operational				Strategic	No Reply
1	2	3	4	5	
6	13	16	21	5	0
The meeting structure allowed					
Limited Participation			Full Participation		No Reply
1	2	3	4	5	
2	4	6	24	25	0
Discussions were					
Unfocussed				Focussed	No Reply
1	2	3	4	5	
2	9	17	24	7	3
Presenters (where applicable) were					
Not Prepared			Well Prepared		No Reply
1	2	3	4	5	
0	0	5	15	15	26
Reports were provided for review					
Too late				Timely	No Reply
1	2	3	4	5	
0	2	3	28	27	1

DECISION REPORT

REPORT TITLE:	EASTERN REGION ALLIANCE STRATEGIC PLAN
ITEM NUMBER:	470
DATE OF MEETING:	23 MAY 2016
AUTHOR:	PETER TSOKAS
JOB TITLE:	CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

The Eastern Region Alliance (ERA) was established in 2008 to facilitate improved co-operation, resource sharing, effective working relationships and regional strategic priorities between councils within the eastern region of Adelaide.

A number of key initiatives have been successfully implemented between a number of the councils and joint projects have been carried out. A draft strategic plan has been developed by the Mayors and CEOs of the councils to drive the future undertakings of ERA and each council is required to adopt this in order to assist ERA in further progressing opportunities and projects on a regional basis.

The draft strategic plan is considered to provide the necessary goals, actions and key performance indicators to formalise further work and the operations of ERA and it has been recommended by the Mayors of ERA to each member council for adoption.

RECOMMENDATION

That:

1. The report be received.
2. Council adopts the draft ERA Strategic Plan as the framework to further develop regional collaboration between the ERA member Councils (Attachment A);
3. Council acknowledges and accepts that:

extensive further work is required before ERA can move from an informal alliance to a structured regional entity;
the governance framework has yet to be determined and must be agreed by all member Councils comprising before the structured regional entity can be implemented;

the new structured regional entity may require further financial contribution than what each member Council is currently contributing.

4. Council receives further reports as progress is made towards moving from an informal alliance to a structured regional entity.
-

1. **RELEVANT CORE STRATEGIES/POLICIES**

Eastern Region Alliance Memorandum of Understanding (Attachment 1)

2. **DISCUSSION**

The Eastern Region Alliance (ERA), consisting of the Cities of Burnside, Campbelltown, Norwood, Payneham & St Peters, Prospect, Tea Tree Gully, Unley and the Town of Walkerville, was formed in late 2008 when a Memorandum of Understanding (MOU) was signed by the seven Councils. Since signing the MOU in 2008, the seven ERA councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to address strategic priorities between any two or more of the seven councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA has aimed to:

- Improve cooperation, collaboration, and coordination across the member councils.
- Establish a robust operational framework to deliver effective and efficient services
- Be successful in attracting state and federal government funding for regional initiatives.
- Increase awareness, and the influence, of ERA within the three spheres of government

Since its inception, the CEOs of the seven Councils have met monthly to discuss issues of mutual interest, while the Mayors and CEOs have met quarterly. Chairing of these meetings is rotated annually, alphabetically by Council name, with the host council in 2015 having been the Town of Walkerville.

During this time, a range of joint projects have been carried out by a number of working parties or Portfolio Groups made up of staff from the ERA councils, engaging consulting expertise where appropriate. Examples include the libraries, recreation planning, economic development, planning policy, environment, engineering and governance.

In 2014, during two facilitated workshops focusing on *The Council of the Future* review report, the ERA Mayors and CEOs Group developed a strategy to progress ERA's future undertakings. This was further progressed during 2015 resulting in the strategic plan attached at Attachment 1 to Item 470/16.

Attachment 1

The draft Strategic Plan recommends that ERA's boundaries should reflect the State Government's regional boundaries, and because the City of Tea Tree Gully now feels it aligns more closely with the northern region, the City of Tea Tree Gully left the alliance on 31 December 2015. It will however continue to

participate in a number of joint initiatives that had previously commenced, until these projects conclude. It should be noted that because the draft Strategic Plan wishes to reflect the Eastern Adelaide State Government's regional boundaries, this could see Adelaide City Council (ACC) being approached to participate and become a member Council. It should also be noted that no formal approaches have been made to ACC at this stage.

Briefing workshops on the draft ERA Strategic Plan were held in late 2015 with the six remaining ERA Councils, with one of four Mayors presenting the key issues from the plan. In Unley's case, Mayor Bria from Norwood presented the strategic plan to Members. Feedback from those workshops was considered by the ERA Mayors and CEOs at their final meeting in 10 December 2015.

As referenced in the draft plan, the six Councils wish to take ERA to the next level of operation with the creation of a more formal governance structure. The majority of the ERA Mayors support this and as a result, at the LGA Board meeting held in September 2015, the following Motion on Notice was presented by Mayor O'Loughlin, which was subsequently endorsed by the Board:

That the LGA Secretariat investigate options to amend the LG Act amendment, to expand or amend the current subsidiary legislation to facilitate the creation of more flexible structures to provide for cooperative initiatives between councils.

Under current legislation, the only structure under which 'the entity' outlined in the ERA Strategic Plan could operate is as a subsidiary. The LGA Board has agreed that options be investigated to amend this legislation to allow for more flexible structures under which Councils can undertake cooperative initiatives; there is however no guarantee that such an amendment will occur or that it will occur in a timely fashion. A meeting with the LGA CEO and the ERA CEOs was held on Friday 12 February 2016 to discuss progress (and process) that the LGA will be undertaking in relation to the proposed LG Act amendments and the above motion.

It should be noted that some of the timeframes and milestones in the Action Plan may need to be adjusted.

Shared Services

ERA has a strong history of collaboration between member Councils and a number of co-operative initiatives have successfully been implemented. These include, but not limited to, the ERA Water Project, ERA Community Passenger Network Scheme, ERA Ageing Strategy, Resilient East Adaptation Strategy, ERA SALA (the ERA we live in), Street Lighting EOI, joint submissions on planning, transport and other State Government reform agenda's. There are likely to be more collaborative projects in the future.

The CEO's have also explored potential formal shared service arrangements between all Councils, particularly in the area of IT. One of the barriers to this has been the lack of a common IT platform across all

councils meaning that any changes would not be possible in the short term.

There have however been a number of voluntary shared service arrangements between Councils whereby one Council provides services to another. Some of these have been more successful than others:

- Campbelltown providing WHS services to Walkerville (continuing);
- Resource Sharing / Depot Rationalisation (Walkerville & Campbelltown / current);
- Tea Tree Gully providing IT services to Prospect (terminated by Prospect);
- Unley providing HR and WHS services to Prospect (terminated by Prospect);
- Burnside providing HR services to Walkerville (completed);
- Prospect providing general inspector services to Walkerville;
- ERA HR / OD shared services model (Unley & Walkerville currently in the developmental phase)

3. ANALYSIS OF OPTIONS

Option 1 – That the member Councils resolve to receive and adopt the draft ERA Strategic Plan

The ERA Mayors and CEOs have worked to develop the draft ERA Strategic Plan over the past two years, and the majority of Mayors support its adoption by member Councils, believing it to be the necessary progression of the informal arrangement under which ERA has operated since 2008. This option will allow work to commence on actions specified in the Strategic Plan.

Option 2 – That the member Councils resolve to receive and adopt the draft ERA Strategic Plan with amendments.

This option allows member Councils to adopt those parts of the Strategic Plan they agree with, and amend other parts they don't agree with.

Option 3 - That the member Councils resolve to receive but not adopt the draft ERA Strategic Plan

ERA Mayors and CEOs have worked to develop the ERA Strategic Plan over the past two years, but if the draft Strategic Plan is not adopted by member Councils, ERA would continue to operate as it has in the past. It could be that if some member Councils 'adopt' the draft plan and others chose to 'receive and note' it, then the membership of ERA may by default eventually change. In other words, those who resolve to adopt the Plan may "break away" from the existing alliance arrangements to establish a structured entity.

4. RECOMMENDED OPTION

Option 1 is the recommended option.

5. POLICY IMPLICATIONS

Financial

ERA has been operating with a nominal financial contribution by member Councils in the order of \$25,000 per annum, with the member contribution being \$20,000 and \$5,000 being available to participate in specific projects. It is expected that the new 'entity' would require a greater financial commitment from each Council. Such funding would need to be considered by each council once a firmer proposal has been developed.

Governance

Creation of the ERA 'entity' will add a further layer of bureaucracy to member Councils but could be seen by its respective communities as proving greater efficiencies and long term savings (although this has yet to be proven).

6. ATTACHMENT

ERA Strategic Plan

Strategic Plan 2016 - 2026

DRAFT: April 4 2016

Vision

Adelaide's Eastern Metropolitan Councils working together to better serve their communities.

Mission

To secure a sustainable lifestyle, excellent services and facilities for our communities and to advance the interests of Adelaide's Eastern Metropolitan Region.

Introduction

The Eastern Region Entity (ERA) is a group of six eastern Adelaide Councils that collaborate for the benefit of their local communities and the region as a whole, based on a Memorandum of Understanding developed in 2008. Member Councils are the Cities of Burnside, Campbelltown, Norwood Payneham & St Peters, Prospect, Unley, and the Town of Walkerville. The region generally enjoys higher than average income levels, quality urban form and amenity, and good economic and social opportunity.

ERA member Councils, under the strategic guidance of the ERA Mayors and CEOs Group, have worked together collaboratively on a wide range of initiatives, some inclusive of all ERA members, some targeted at the needs of subgroups of members, and others in partnership with non-ERA Councils. Priorities have encompassed long-term future planning (e.g. water initiatives and economic development), efficiencies and cost savings (e.g. corporate services) and positioning Eastern Adelaide more strongly with State and Commonwealth Government. ERA members maintain direct affiliation with the Local Government Association of South Australia. Similarly, ERA members can work on projects with other ERA Councils without ERA involvement or endorsement, and can work with Councils outside of the Eastern Adelaide region. Most importantly, while this strategy includes exploration of future structure, members are clear that ERA is not a conduit to amalgamation.

One of ERA's greatest assets is the collaborative nature of its member relationships, which allow for ideas and initiatives to be raised and actioned quickly. This fluidity contributes to the social capital 'glue' which makes the group interesting and provides value to members who can initiate projects as needed. This flexible approach worked very well in the early years of the Entity and contributed to good working relationships. However, with ERA now developing into a more mature organisation, is it timely to develop a Strategic Plan so that the time and financial investment of member Councils can drive greater efficiencies, improved capability and better services to Eastern Adelaide communities.



Draft Strategic Plan

The Eastern Region

Within ERA the resident population is 199,122, while the 2011 census showed that those employed within ERA's boundaries number 103,084. The economic contribution of ERA is estimated to be \$9.72 billion, approximately 10.4% of the Gross State Product, making ERA a significant force within Greater Metropolitan Adelaide.

Since signing an MOU in 2008, the six ERA Councils have been working towards improved co-operation, resource sharing, more effective working relationships and joint actions to agree and address strategic priorities between any two or more of the six councils.

With the goal of securing a sustainable lifestyle, excellent services and facilities for its constituent communities, ERA aims to:

- Improve cooperation, collaboration, and coordination across the member councils.
- Establish a robust operational framework to deliver effective and efficient services
- Be successful in attracting state and federal government funding for regional initiatives.
- Increase awareness, and the influence, of ERA within the three spheres of government

The CEOs of the six Councils meet monthly to discuss issues of mutual interest, while the Mayors and CEOs meet quarterly. Chairing of these meetings is rotated annually, alphabetically by Council name,



1. Regional Entity

2. Influence

3. Regional Services and Programs

4. Engagement

Draft Strategic Plan

What do we want these goals to achieve?

A strong, purposeful, high achieving entity that enjoys active participation and support from member councils, and provides an excellent ROI to ratepayers

Goals	Objectives
1. Regional Entity	Within two years, ERA will move from an informal alliance to a structured entity. It will review its membership with a view to potentially reflect the Eastern Adelaide South Australian Government region.
2. Influence	The Entity will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide Councils.
3. Regional services and programs	Regional service delivery will be managed by the Entity, delivering cost-effective services within an accountable governance framework.
4. Engagement	Elected Members, Council Staff and our communities will recognise ERA for the quality and cost-effectiveness of shared services for local government in this region.

Draft Strategic Plan

The Strategy

1. Regional Entity

Within two years, ERA will move from an informal alliance to a structured entity. It will review its membership with a view to potentially reflect the Eastern Adelaide South Australian Government region.

Action	Outcome	KPIs
1 The Eastern Region Alliance evolves into a structured Entity.	The governance framework is agreed by all member councils comprising the Eastern Adelaide region and the new structure is implemented.	2016/17: LGA R&D funding has been sought to enable engagement of external resources to undertake a review of ERA's structure. 2018/20: The new structure, membership, operating arrangements and resources have been identified and agreed.
2. The Strategic Plan sets out actions and directions and is regularly reviewed to ensure the organisation is responsive in a dynamic environment.	'Achievements against the Strategic Plan' is a standing agenda item, and the Plan undergoes a formal 'rolling review' tied to the Local Government election cycle.	2019/20 and 2023/24: A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade.
3. An annual 'directions' workshop will be undertaken to underpin the delivery of the Strategic Plan.	The mechanisms for discussion, debate and progress monitoring will be kept relevant and fresh.	One workshop per year addresses the question "is this the best way of working?", and implements changes if required.
4.. A Business Case Framework will be developed to assist in the evaluation & tendering of regional service delivery initiatives including, but not limited to, Waste, Health, HR, WHS, IT, Payroll and Regional DAP.	Members are in agreement about the criteria to be used by the CEOs group to assess potential projects, and ERA continues to support efficiency gains in key operational areas. Member councils are committed to resource sharing.	2015/16: Business Cases for key projects are produced, and project implementation is approved by the CEOs.
5. Processes for structural secondment, professional and career development are developed and implemented.	Improved career development opportunities are available, reducing the cost of key employee turnover, and making the region an 'employer of choice' for Local Government.	Agreements are in place for secondment and staff development, and CEOs are encouraging staff participation.

The Strategy

2. Influence

The Entity will have a 'place at the table' with LGA, State and Commonwealth Government in policy formation that affects eastern Adelaide Councils.

Action	Outcome	KPIs
1. Demonstrable cohesiveness saves Members' time through facilitating information sessions by Agency Heads and other key stakeholders.	Agencies understand regional strengths and issues and receive coordinated feedback about the implications of State and Commonwealth policies and initiatives.	Opportunities for presentations to individual Councils are extended to Member Councils.
2. The Entity monitors and provides interpretation of State and Commonwealth policy and consultation drafts for Members.	Member Councils are informed about new policy agendas and 'calls for comment', and the Entity facilitates a regional response where appropriate.	A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to Member Councils.
3. Demonstrate leadership in Local Government in South Australia by working with State Government in the achievement of key agendas.	State Government is consults with Member Councils, ensuring opportunities for response to emerging policy agendas.	The Entity influences the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities.
4. Monitor and provide value to State and Commonwealth Government reform agendas.	Knowledge, delivery capacity, and sound partnering ethos is valued.	2020/21: The Entity is the 'go to' partner for local knowledge, funded service delivery, and inter-governmental collaboration.
5. The Entity showcases regularly at Local Government events eg ALGA, LGA AGM.	There is increased awareness of the Entity's activities at state and national level.	2020/21: At least one presentation per annum on the Entity's initiatives is given at both state and national level. 2020/21: The Entity is represented on Local Government boards.
6. The Entity's quarterly report is included in agendas of member councils.	There is greater awareness of and among Elected Members and residents.	Quarterly briefing papers are presented after Mayors and CEOs meetings.

The Strategy

3. Regional Services and Programs

Regional service delivery programs will be managed by the Entity, delivering cost-effective services within an accountable governance framework.

Action	Outcome	KPIs
1. Priority projects including Ageing, Smart Region and Water Security will continue.	A consistent effort is applied across the region for the benefit of the Members and their communities.	Projects demonstrate achievement against their individual plans.
2. Scheduled review and renewal of existing contractual arrangements (e.g. East Waste and EHA) .	The design and implementation of the new structure benefits from sunset arrangements with existing service contracts.	2016/17: A review of regional contracts determines timelines for key decisions about the use of the Entity's subsidiaries for regional services.
3. Assess the feasibility of a regional approach to programs (such as Economic Development or Rec and Sport Assets), with a single regional manager rather than duplication of management roles in a number of Councils.	Integrated regional programs will provide stronger direction, save management costs, and better position the region to attract grant funding.	2018/19: At least one regional program has been developed and is operating, with monitoring and review processes in place.
4. A regional service delivery framework is established and focuses on key areas including: economic development, waste, health, back of house, civil works, tree pruning, payroll, call centre, records management and street sweeping,	There are increased efficiencies and ROI for Member Councils and demonstrable benefits for ratepayers.	2016/17: As opportunities present themselves, all Member Councils consider membership of regional services initiatives such as EHA and East Waste. 2020/21: A regional service delivery framework is adopted and enacted.

The Strategy

4. Engagement

Elected Members, Council Staff and our communities will recognise the Entity for the quality and cost-effectiveness of shared services for local government in this region.

Action	Outcome	KPIs
1. Councils include the regional implications as a standing item on all Council reports.	Staff and Elected Members are required to think regionally.	2016/17: All Council reports include discussion of regional implications.
2. The Entity will produce and promote annual reports that include an 'infographic' to inform Elected Members and Council staff about the Entity's activities and achievements.	Council staff and Elected Members know about the Entity's goals and achievements and support further development of regional initiatives.	2016/17: The infographic is designed and a process is in place for regular updates including annual reports.
3. In collaboration with Members, the Entity develops a communications and reporting plan to provide transparency and promote regional benefits to communities and stakeholders.	Constituent communities and stakeholders understand the value of regional initiatives and encourage Councils to progress this approach.	2016/17: The communications plan has been developed, endorsed and implemented. 2017/18: The Entity's branding is used to promote regional projects.
4. Council staff are engaged with the Entity's projects and portfolio areas. Mayors and CEOs attend and actively participate in meetings of the Entity.	The Entity's projects provide professional development, succession and leadership opportunities, and staff think regionally in designing and delivering Council services.	2017/18: All Council staff are aware of the work of the Entity and how their specific roles are influenced by regional initiatives. The annual report details meeting attendances.
5. Implement shared services initiatives to achieve cost efficiencies and increased service levels for Member Councils.	The Entity is a high performing body that pursues operational efficiencies and projects leading to reductions in red tape and providing a direct benefit to our communities.	2015/16: The Entity demonstrates leadership in shared services outcomes. 2019/20: The Entity implements a range of shared service programs.

KPI Summary

Financial year ending	Action
Ongoing / Annual	<p>1.3 One workshop per year addresses the question "is this the best way of working?", and implements changes if required</p> <p>1.5 Agreements are in place for secondment and staff development, and CEOs are encouraging staff participation</p> <p>2.1 Opportunities for presentations to individual Councils are extended to Member Councils</p> <p>2.2 A mechanism is in place to provide timely information about policy and initiatives, and facilitate a regional response where this provides benefit to Member Councils</p> <p>2.3 The Entity influences the design and implementation of State Government agendas to ensure the best outcome for Eastern Adelaide communities</p> <p>2.6 Quarterly briefing papers are presented after Mayors and CEOs meetings</p> <p>3.1 Projects demonstrate achievement against their individual plans</p>
2015/16	<p>1.4 Business Cases for key projects are produced, and project implementation is approved by the CEOs</p> <p>4.5 The entity demonstrates leadership in shared services outcomes</p>
2016/17	<p>1.1 LGA R&D funding has been sought to enable engagement of external resources to undertake a review of ERA's structure</p> <p>3.2 A review of regional contracts determines timelines for key decisions about the use of the Entity's subsidiaries for regional services</p> <p>3.4 As opportunities present themselves, all Member Councils consider membership of regional service initiatives such as EHA and East Waste</p> <p>4.1 All Council reports include discussion of Regional Implications</p> <p>4.2 The infographic is designed and a process is in place for regular updates including annual reports</p> <p>4.3 The communications plan has been developed, endorsed and implemented</p>
2017/18	<p>1.1 The new structure, membership, operating arrangements and resources have been identified and agreed.</p> <p>4.3 The Entity's branding is used to promote regional projects</p>

Draft Strategic Plan

Financial year ending	Action
	<p>4.4 All Council staff are aware of the work of the Entity and how their specific roles are influenced by regional initiatives</p> <p>4.4 The annual report details meeting attendances</p>
2018/19/20	<p>1.1 The new structure, membership, operating arrangements and resources have been implemented</p> <p>3.3 At least one regional program has been developed and is operating, with monitoring and review processes in place</p>
2019/20	<p>1.2 A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade</p> <p>4.5 The Entity implements a range of shared service programs</p>
2020/21	<p>2.4 The Entity is the 'go to' partner for local knowledge, funded service delivery, and inter-governmental collaboration</p> <p>2.5 At least one presentation per annum on the Entity's initiatives is given at both state and national level</p> <p>2.5 The Entity is represented on Local Government boards</p> <p>3.4 A regional service delivery framework is adopted and enacted.</p>
2023/24	<p>A review of achievements, new influences, and new opportunities has been conducted, and the Strategic Plan extended for the forthcoming decade</p>

INFORMATION REPORT

REPORT TITLE: QUARTERLY REPORT – CENTENNIAL PARK
CEMETERY AUTHORITY

ITEM NUMBER: 471

DATE OF MEETING: 23 MAY 2016

AUTHOR: CAROL GOWLAND

JOB TITLE: EXECUTIVE ASSISTANT TO CEO & MAYOR

EXECUTIVE SUMMARY

To provide Council with an update on the performance of Centennial Park Cemetery Authority, for the quarter ending March 2016

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.
-

BACKGROUND

Centennial Park Cemetery Authority is jointly owned by the Cities of Mitcham and Unley and the Authority has provided a progress report on the activities and performance of the Authority to March 2016 (Attachment 1 to Item 471/16).

Attachment 1

DISCUSSION

The attached Progress Report March 2016, is provided as the CEO completes her first three months in the position, and is attached for Member's information.

PROGRESS REPORT

MARCH 2016

The following report provides an update to the Councils of Mitcham and Unley on recent activities, as well as the financial performance of Centennial Park Cemetery Authority (CPCA).

Observations by the CEO

I have now reached the end of my first three months as CEO of CPCA and thought it may be useful to share with you some of my initial observations.

The Role

I am thoroughly enjoying my new role and am pleased I made the leap of faith from professional services to the fascinating world of cemeteries and crematoria.

Seeking a role with a community focus, my ultimate decision to apply for the role was based on the level of professionalism that was evident from my initial research. A review of the website and corporate information revealed a sizeable organisation in terms of turnover and staffing, and a strong balance sheet. The rigour with which the recruitment process was conducted, and my interactions with the Board of Management, cemented this view. Finally, research into the area of cemetery management revealed an area which was undergoing significant change.

The warmth and compassion of the team in working with our centennial park families, the strong positive culture that exists, and the readiness for change have all been clear. The role has also not disappointed in terms of the challenges and opportunities it presents.

Funeral director perceptions

Funeral director perceptions

Over the last few months I have met with many funeral directors who regularly engage with Centennial Park. Aside from an opportunity to introduce myself, these meetings have provided the funeral directors with a forum in which to provide feedback.

A number of funeral directors have raised issues with aspects of maintenance and presentation of the Cemetery and it appears that, whilst we have successfully accumulated considerable cash reserves (which are currently earmarked for future upkeep), this may

have been at the expense of investment in the Park. There is a universal recognition of the importance of the role played by Centennial Park, but it is clear that we will need to work harder if we are to maintain our position as Adelaide's premier cemetery.

Changing community attitudes and demographics

Standard burial numbers are decreasing as more families choose cremation. This rise in preference for cremation has a significant impact on CPCA revenues for a number of reasons:

There is competition for cremations from private operators, which has driven down prices in recent years.

Linked to the first point, there is a very high degree of price sensitivity – by both funeral directors and families.

Changing community attitudes - families choosing to scatter or retain ashes without creating a permanent memorial.

Increased competition for chapel services, as funeral directors refurbish and rebuild facilities with greater capacity.

The prevalence of “no-service cremations”. Whilst cremations do provide a gross profit margin, it is relatively small. We subsidise the cremation income through other services at the Park – chapel services and memorialisation. “No-service cremations” do not provide us with this opportunity.

Different ethnic groups have differing customs and needs. Additionally, the broader community's attitude towards death, funerals, burials and cremations is changing. Examples are natural burials and alternative methods of disposition, which are emerging but slowly. Our ability to tap into these changing trends, including the timing of the right level of demand, is vital if we are to remain relevant, and we are taking steps to improve our exposure in this regard.

Embedding organisational values

We are fortunate to enjoy a strong positive culture at CPCA. Clearly articulating our organisational values and embedding them into our performance management process will allow us to build on that culture and will provide greater scope to assess an individual's overall contribution.

Compliance burden

There is a considerable compliance burden on our relatively small organisation, associated with our reporting and accountability responsibilities to owner councils. One of our challenges is to find ways to streamline processes so that we free up time and resources to drive initiatives and engage in activities that will add future value, whilst not compromising compliance.

Opportunities

Of course, with challenges come opportunities.

A greater investment of funds will be required if we are to bring the standard of the Park up to the highest level needed if we are to remain the premier cemetery in Adelaide. Asset maintenance including significant beam replacements is falling behind. Engineering reports have been commissioned on our road, niche walls, and the Jubilee Complex. This will give us a clearer picture as to the likely timeframe and cost. We do know, for example, that the

30-year old air conditioning in the Jubilee Complex needs to be replaced. This is a large cost and is likely to fall within the upcoming financial year.

Further investment will be needed in order to capitalise on opportunities, and to create future income streams per the strategic plan.

Other plans may not require such a significant investment, and include:

Implementation of a number of initiatives designed to provide our employed consultants with greater opportunities to spend the time needed with families to fully discuss memorial options.

Recruitment of a dedicated resource to regularly engage with our diverse community groups. This will enable us to better understand community needs and expectations and ensure our new initiatives are targeted towards addressing those needs.

Strengthening the connection with our current and future families. This will take a number of forms including the larger scale community events such as the Mothers' Day Concert and ANZAC Tribute, smaller group functions, and personal ongoing communication with our families.

Raising the community's awareness of the importance of memorialisation. With the increase in scattering of ashes, it remains important for families and future generations to have a sense of "place". We need to work with families to help them achieve a number of different objectives.

Future Upkeep Provision (FUP)

The matter of the Future Upkeep Provision has been the subject of a number of discussions since my arrival.

The Cities of Mitcham and Unley jointly briefed an external consultant to review the future upkeep provision and to advise the Councils as to the level to which the Authority should provide for future upkeep and the level to which that provision should be funded through cash reserves, if at all.

A report has been prepared by the consultant, which recommends CPCA maintain (and fund) a provision for approximately three to five years in order to provide the Councils with sufficient time to plan to meet any potential liabilities, should CPCA cease trading.

Assuming agreement on that point, the report further suggests a portion of the cash reserves can therefore be made available for distribution to the councils.

The timing of the report, which coincided with a changeover in the CEO at CPCA, didn't allow for consultation with CPCA, and therefore didn't allow proper consideration of our future needs, in reaching the conclusion.

Compounding this is the fact that our existing Asset Management Plan covers the five years to June 2016 so, in addition to an inability to consult with Management, the consultant only had access to an asset plan several months into the future.

One of the key responsibilities tasked to me at the outset of my tenure as CEO was the development of a new strategic plan. This is a necessarily lengthy process if undertaken with rigour. Consultation with key stakeholders is essential. The consultant's report has of

course highlighted the need to move quite quickly on the development of our new asset management plan, but this will need to be appropriately informed by the strategic plan.

A critical step in the development of our strategic plan is ensuring the Councils' views, as owners, are taken into account. We therefore propose to work with the Councils to develop a more coherent and shared vision for Centennial Park. Further, we need to understand the Councils perspectives regarding the different funding models for capital investment, from CPCA self-funding all projects from retained surpluses and cash reserves, through to funding being provided by borrowings should the reserves be put to alternative uses in the short-term.

As such, a facilitated workshop with the councils is an integral part of the planning process.

Once completed, the strategic plan and asset management plan will lay out clearly the investment needs of Centennial Park over the next five years. An assessment of the level of cash reserves to be earmarked for investment can then be made.

In responding to the draft report, the Board has sought the Councils agreement to defer a decision on whether to act on the recommendations contained in the report until this process is completed.

General Update

Implementation of *Future Concepts*

Olive Terrace and Olive Views

Last year's budget had envisaged a number of sales in the newly developed area of Olive Terrace. However, delays in the completion of this area, due mainly to inclement weather, have seen revenues fall below the forecast budget.

We are happy to advise that stage one is now complete, with grass being laid across the whole area and eight sample monuments installed. A further actual memorial has also been installed, being the first vault sold for an interment in Olive Terrace.

Final stages will see the development of structured terracing and a gazebo complete the original vision for the area.

A targeted marketing campaign for these sites will commence shortly, including with appropriate on-site signage, finalisation of a booklet to be used as both a marketing tool, an educational booklet for Funeral Directors and families, and the order form. Advertisements on both Greek and Italian radio promoting the sites will soon commence, and a formal training program with Funeral Directors will also be rolled out.

Memorial Gardens

Redevelopment of Sanctuary Gardens is continuing with Stage One, being the installation of a paved pedestrian pathway, now complete. Associated landscaping is expected to commence shortly. This redevelopment will reduce the level of future maintenance and provide additional memorial positions for the placement of ashes.

Manse Terrace Entrance

The Manse Terrace entrance development is also now complete, with the construction of the feature wall, signage, and surrounding landscaping.

Unfortunately, a number of new plants in this area have been stolen, including 8 of the 20 Cycads and 6 of the 20 Dwarf Pomegranates taken in the first week of planting. The installation of sensor lighting, security cameras and other measures are currently being investigated as a deterrent here and in other areas of the Park so that successful plantings can be optimised.

Jubilee Complex

The upgrade of facilities in the Jubilee Complex continues. This is critical if we are to maintain the complex's status as a premium venue. The Heysen Lounge has been upgraded to the same standard as both the Florey and Mawson lounges. Refurbishment of the Florey chapel and foyer amenities have been completed, and the Heysen toilets upgrade is due for completion in the first week of May. A disability compliant access toilet will also be finished by this time. It is proposed to upgrade the old and outdated air conditioning system in the coming year.

Café

Design specifications and tender documentation are currently being finalised. Centennial Park and its architects are working towards a four-week select tender commencing 27th May. We remain hopeful that the café will be completed this calendar year.

Financial performance

Total income generated from trading operations in the financial year to March 2016 was significantly below budget and marginally below the result for the corresponding period last year.

The performance against budget is primarily a reflection of the delays in completing the new premium burial options as previously mentioned, as well as lower than expected levels of conversion from cremation to memorialisation.

Whilst burial numbers are down compared to the same period last year, our market share has increased suggesting an overall decline in state burials compared to last year.

Cremation numbers are also lower, but our market share in this area has also fallen, compounding the overall result. We are already looking at strategies to address this.

Work on our capital and operating budgets is nearing an end, with draft budgets to be presented to the Board at the May meeting.

INFORMATION REPORT

REPORT TITLE: COUNCIL ACTION RECORDS
ITEM NUMBER: 472
DATE OF MEETING: 23 MAY 2016
AUTHOR: CAROL GOWLAND
JOB TITLE: EXECUTIVE ASSISTANT TO CEO & MAYOR

EXECUTIVE SUMMARY

To provide an update to Members on information and actions arising from resolutions of Council.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be noted.
-

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
COUNCIL	82	City of Unley Library Service Review -	General Manager Community	Report to Council - April 2016. COMPLETED.
DSP	3	Draft General Development Plan - 2. Do not endorse the draft General DPA in its current form. 3. An opportunity be provided for the scope, nature and timetable of the DPA to be revised to address the issues of concern of the Committee. 4. A further report be provided to the Committee in June 2015.	General Manager Economic Development & Planning	Draft General DPA reviewed by DSPC in May 2015. Some revisions sought but further progress delayed at that time due to priority with progressing Council Residential Growth DPA (DPA 2) and responding to Minister's Activity Centres and Corridors DPAs. Activity Centres Ministerial DPA approved in April 2016 and Corridors DPA delayed. Currently reviewing impacts on scope and nature of policy in General DPA and seeking advice from DPTI on proceeding with DPA before reporting back to DSPC.
AUDIT & GOV	13	Motion on Notice re Service Review - The Audit and Governance Committee requests the Chief Executive Officer to develop a brief to appoint an experienced sector consultancy to undertake a service and organisational review which will include but not be limited to assessment and recommendations on the following: <ul style="list-style-type: none"> • The efficiency and effectiveness of its operations; the adequacy and deployment of resources in operational activity • The manner in which its resources are directed towards the Council's priorities and provide value for money to the community • Strategic opportunities that will maximise return on Council's major assets • Opportunities to improve the efficiency and/or effectiveness of its services including options to use alternative service delivery mechanisms • Opportunities for cash savings and revenue growth. 	Group Manager Business Support and Improvement	The Council selected LKS Quaero as the preferred quote. The consultants met with the Council and Audit and Governance Committee in April, to confirm the scope of the project. The project is underway with a draft report expected in June 2016.

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
COUNCIL	316	Notice of Motion from Councillor Boisvert re Pedestrian Safety on Shared Pathways - 1. Investigate the risks associated with cyclists and pedestrians travelling along shared pathways in the same direction on the same side of the path; 2. Consider whether there is a need to change the laws to make it common practice to have contra flow lanes operating on shared pathways, with cyclists travelling on the left hand side and pedestrians the right hand side.	General Manager Economic Development and Planning	Letter has been sent to DPTI in Dec 2015 as per Council endorsement. No response from DPTI to date. Administration to follow up.
UBED	19	Review of Separate Rates - 1. The Unley Business & Economic Development Committee engage and consult with Main Street Trader Associations to discuss and investigate the possible capping for the application of separate rates, and provide recommendations to Council as to any changes that may be prudent so they can be assessed at the proposed March 2016 UBED meeting. 2. An independent consultant be engaged to undertake a review of the role and operation of the Trader Associations, in conjunction with the Associations, to ensure they are still the most appropriate method for promotion of the precincts, and are supported by the businesses of those precincts. The review is to include face to face interviews with a broad cross section of those who pay the separate rate.	General Manager Economic Development and Planning	1. This has been dealt with at 2 March UBED meeting. 2. In progress. Retail IQ is currently undertaking this task and the report will be completed by around the end of June.
I & SC	11	City of Unley Walking and Cycling Plan 2015-2020 Draft for Consultation - 2. The draft City of Unley Walking and Cycling Plan 2015-2020 as amended be supported for community engagement. 3. A report outlining the outcomes of the community engagement be provided to Council in early 2016.	General Manager Assets and Environment	Community Engagement is underway. A further report to be provided to Council in June or July 2016 (depending on agenda size) following completion of the community engagement process.

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
COUNCIL	358	Unley Swimming Centre Free Casual Entry Trial Results and 'Friday for a Cause' Initiative - 2. Casual entry of the Unley Swimming Centre be by a gold coin contribution on Friday evenings from 4.30pm commencing 4 February and concluding 29 April 2016. 3. Alzheimer's Australia be nominated as the charity for the 2016 season. 4. Results of the trial will be presented to Council in July 2016 to determine the future viability of this service to the community	General Manager Community	A report will be presented to Council in July 2016 on the results of the trial and on the future viability of the initiative.
	372	Notice of Motion from Councillor Hewitson re Rescission Motion for Item 366/15 - 1. Concept designs for Rugby Street - Porter Street Bikeway as shown in Attachment 1 to Item 336/15 be endorsed for grant application and community engagement purposes. 2. An application be made to DPTI for a funding contribution to the Rugby-Porter Streets Bikeway upgrade. Community engagement on the proposed concept designs be undertaken with the relevant stakeholders if the funding application is successful. 4. A report of outcomes of the above processes be brought back to Council in early 2016.	General Manager Economic Development and Planning	This is a rescission motion - COMPLETED.
	373	Notice of Motion from Councillor Hewitson re amendments to endorsed plans for Rugby/Porter Cycleway -	General Manager Economic Development and Planning	Works underway for the concept designs and costing of the treatments. Community engagement will then be undertaken after a report to Council in June 2016.
	381	Business Parking Permits - Trial Introduction	General Manager Economic Development and Planning	Report to Council - April 2016 - COMPLETED and trial underway.
	405	Petition re Parking Greenhill Road - employees from 186 Greenhill Road seeking relaxation of on-street parking controls in adjacent streets	General Manager Economic Development & Planning	Report to Council - April 2016 - COMPLETED and future report on options to be provided in June.
	410	Future Grandstand Upgrades at Unley Oval Results of Community Engagement and Future Directions	General Manager Community	Met with SFC to progress their proposal. Prepare document for discussions with funding partners. Write to residents and stakeholders to update them. Report to Council June/July 2016.

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
COUNCIL	434	Petition - Parkside - 1. The petition be received. 2. The principal petitioner be notified that the petition has been received.	General Manager Economic Development & Planning	See Item 405 above
	435	Petition - Dog Exercise Area - 1. The petition be received. 2. The principal petitioner be notified that the petition has been received.	General Manager Community	Manager Community Services met with Ward Elected members and is now awaiting next steps (possible motion from EM)
	440	Unley Wayville and Goodwood Local Area Traffic Management Student (LATM1) Draft Plan - 1. The report be received. 2. Community consultation be undertaken for the LATM 1 Draft Concept Plan as shown in Attachment 2 to Item 440/16, and that the community be advised as part of the consultation process, that if road closures in Hardy and Weller Streets are supported, Council will initially only agree to trial them for a period of six months. 3. The Community be further advised that if there is widespread support for the adoption of the Draft Plan, only the High Priority Treatments will be undertaken in the next two financial years, and that Medium and Low Priority treatments will be subject to subsequent funding allocations if deemed to still be required. 4. A further report be presented to Council as soon as practicable following the community consultation process.	General Manager Economic Development & Planning	A further report to Council will be presented at July 2016 meeting, detailing feedback from the community consultation process and making recommendations regarding future actions.

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	441	Forestville Local Area Traffic Management (LATM) Part Time Turning Restrictions Trial - Part time turn restrictions (between 8am to 9am) for vehicles turning left into Norman and Everard Terraces from Leah Street be maintained. 3. Administration continue to liaise with SA Police to ensure the turning restrictions are enforced on an appropriate basis. 4. Monitoring of the study area continue and a report, including the traffic data be brought back to Council in 12 months' time.	General Manager Economic Development & Planning	The report requested in point 4 will be presented at the February 2017 Council meeting.
	442	Council Representation on the Inner Metropolitan Development Assessment Committee (IMDAC) - Mr Brenton Burman be nominated as the Member and Mr Roger Freeman be nominated as the Deputy Member to the Minister for Planning as the City of Unley nominees on the IMDAC that will assess applications for buildings five storeys and over in the City of Unley's Urban Corridor Zones	General Manager Economic Development & Planning	Formal advice has been provided to DPTI of these nominations.
	443	Update on Library Service Review - 2. The update on the progress of the Library Service Review recommendations be noted. 3. Council endorse the Administration to proceed with a community engagement program on the redistribution of existing opening hours for Unley and Goodwood libraries. 4. A report with the outcomes of community engagement will be presented to Council in October 2016 for further consideration.	General Manager Community	Undertake Community engagement program to review the library service opening hours Report back to Council on the outcome of community engagement

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	444	Ferguson Avenue Myrtle Bank - Street Tree Removal - 2. Council endorse a three staged (over 6 years) street tree renewal program for Ferguson Avenue, Myrtle Bank. 3. Council endorse the replacement of 36 White Cedar trees in the first stage of this program (2016) with advanced specimens of Chinese Pistachio. A street tree risk reduction pruning program for the remaining White Cedar trees will occur concurrently. 4. The tree removal process will also involve the safeguarding of any native fauna that currently use the trees as habitat. 5. Property owners and residents of Ferguson Avenue be advised of the impending works and the matter only be brought back to Council if significant objections are received.	General Manager Assets and Environment	Detailed notification advice was sent to residents of Ferguson Avenue 17/05/2016 Street tree removal works are due to commence in the week beginning 30/05/2016 Renewal planting to be completed by 30/06/2016 Elected Members were provided with a copy of the 'letter to residents' 17/05/2016
	445	Temporary Parking Signs Goodwood - 1. Council conducts in the vicinity of the Show grounds a detailed audit to identify surplus posts, being cognizant of parking regulations, and making best use of existing stobie poles and other posts. 2. As a result of the above audit, Council remove any surplus posts. 3. Administration conducts an audit similar to the above across the remainder of the City, and remove surplus posts. This audit can be conducted in future years as part of an on-going programme.	General Manager Assets and Environment	Report back to Council on the outcome of the community engagement.
	447	Call for Nomination - Development Assessment Commission - 2. Councillor Sangster be nominated for membership of the Development Assessment Commission and the nomination be forwarded to the Local Government Association.	Group Manager Governance	Councillor Sangster's nomination forwarded by email to LGA on 4/5/16. COMPLETED.

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	449	<p>By-Law Applications - 1. The report be received.</p> <p>2. Pursuant to the powers contained in Section 246(3)(e) of the Local Government Act 1999, Council resolves, effective from 27 April 2016, that for the purposes of:</p> <p>2.1. By-law no. 3, Local government land -</p> <ul style="list-style-type: none"> • Paragraph 6.1.1; Access by the general public to the playing areas of Goodwood Oval, Unley Oval, Orphanage Park (western area) and Ridge Park (oval area) is restricted when organised sport and associated training is in progress. • Paragraph 8.21.3; The playing or practising of golf is prohibited at Goodwood Oval, Unley Oval, Ridge Park, Orphanage Park, and Soutar Park. • Paragraph 8.26.3; Skating and skateboarding is prohibited at Yeo Avenue Reserve and during organised sport and associated training at Unley Oval. • Paragraph 9.1.1; Animals other than accredited disability, guide, or hearing dogs, are prohibited from entry to the Unley Swimming Centre. <p>2.2. By-law no. 5, Dogs –</p> <ul style="list-style-type: none"> • Paragraph 8: Dogs may be exercised off leash at all times, except during organised sporting activities, at; <ul style="list-style-type: none"> o Goodwood Oval, Goodwood o Ridge Park (oval area), Myrtle Bank o The Orphanage (oval areas), Millswood o Unley Oval, Unley. • Paragraph 8: Dogs may be exercised off-leash between 5pm and 10am at; <ul style="list-style-type: none"> o Everard Park Reserve, Everard Park; o Forestville Reserve, Forestville; o Fraser Reserve, Myrtle Bank; o Fullarton Park, Fullarton; 	Group Manager Governance	Gazette notice published 5 May 2016. News item on website with link to notice - 6 May. Notice in Eastern Courier published 11 May. COMPLETED.
	456	<p>Reports of Members - Matters of Concern - Councillor Schnell suggested that Matters of Concern be included under this Item so Members are able to raise any issues or concerns.</p> <p>Councillor Sangster supported this suggestion.</p>	Chief Executive Officer	Advice has been provided to Elected Members indicating what options are available. COMPLETED.

COUNCIL ACTION REPORTS - ACTIONS TO February 2016

Meeting	Item	Subject and Council Resolution	Resp.	Status/Progress
	457	Motion Without Notice re Light Rail Network - 1. Council provide in principle support to the expansion of light rail. 2. Council participates in the development of a comprehensive study into the State Government's AdeLINK light rail network. 3. Council participate in further discussions with the Federal Government, State Government and neighbouring Councils within the proposed AdeLINK light rail network regarding funding and delivery options.	Chief Executive Officer	A letter has been sent to Minister Mulligan, indicating Council's resolution. COMPLETED.
	459	Goodwood Community Centre Lease Agreement - 2. The Agreement for the Goodwood Community Centre to be independently managed by the Goodwood Community Services Incorporated, as contained in Attachment 1 to Item 459/16, be endorsed. 3. The Chief Executive Officer be delegated to execute the Agreement.	General Manager Community	Agreement forwarded to Goodwood Community Services for sign off. Handover commenced. COMPLETED.

ITEM 473

**QUESTIONS ON NOTICE – COUNCILLOR RABBITT RE PAID PARKING TRIAL
AND PROPOSED MEETING WITH HON STEPHEN MULLIGHAN, MINISTER FOR
TRANSPORT & INFRASTRUCTURE**

In February 2016, Council commenced a 'Paid Parking' trial in Bartley Crescent, Wayville and Railway Terrace South, Goodwood.

The trial at Railway Terrace South was terminated when Council discovered that the tram corridor fence was not the boundary between Council land and State Government land, as had been assumed for many years.

Despite Council's attempt to meet with the representatives of the Department of Planning, Transport & Infrastructure (DPTI) to find a solution, the Minister became involved and the matter remains unresolved.

I understood that a meeting had been proposed by the Minister.

Question

1. *Has a meeting been held or arranged with the Minister or DPTI personnel to discuss the boundary issue and if so, what was the outcome?*

Answer

A meeting has been organised for the 31 May.

Question

2. *If no meeting has been arranged, what action is proposed by Council to resolve this matter?*

Answer

Not applicable.

CORRESPONDENCE

TITLE: CORRESPONDENCE
ITEM NUMBER: 474
DATE OF MEETING: 23 MAY 2016
ATTACHMENTS: 1. CORRESPONDENCE

The correspondence from

- Hon Stephen Mullighan
- Spirit of Anzac Centenary Experience
- AME Recruitment Pty Ltd
- Hon John Rau MP
- AME Recruitment Pty Ltd
- Adelaide Parklands Authority
- SA Police

be noted.

16MTR/0659



Government
of South Australia

The Hon Stephen Mullighan MP

Mayor Lachlan Clyne
City of Unley
PO Box 1
UNLEY SA 5061

Dear Mayor Clyne *Lachlan*

As you know, the State Government recently announced funding of \$4 million to advance planning for the proposed AdeLINK tram network across inner and middle Adelaide. AdeLINK will underpin the principles and objectives of the Government's *Integrated Transport and Land Use Plan* (ITLUP) and *The 30-Year Plan for Greater Adelaide*.

The new tram lines proposed in ITLUP for the AdeLINK network are targeted to attract investment, boost economic growth and jobs, encourage urban renewal, and bring residents and visitors to the City.

To ensure the planning of AdeLINK is integrated with the broader public transport system, the \$4 million study will articulate an overarching plan for public transport, and consider the roles of AdeLINK, an electrified train network, and the bus network as one integrated package. The study will also include planning and concept design of the components of AdeLINK, as well as an analysis of project costs and the full range of benefits.

It will be crucial to ensure the planning for each corridor of AdeLINK is integrated with future land use plans, and carefully considers the existing urban form and road environments. This will require the close involvement of Councils, as well as input from the local community.

I am therefore inviting relevant Councils to participate and collaborate in the study, through comprehensive engagement with the project team, to ensure issues and opportunities of importance to each Council are explored as part of the one study.

A range of contracts covering the various elements of the study will be released in May 2016, and the timing of consultation with Councils and commencement of other aspects of the study will be provided by the Department of Planning Transport and Infrastructure to your staff in coming weeks.

State Government

DOC. NO.	26 APR 2016	ALGIM
Minister for Transport and Infrastructure Minister for Housing and Urban Development		

Stephen Mullighan

Tel 08 8402 1708 | Fax 08 8402 1991 | email minister@mullighan.sa.gov.au



The work undertaken in this study will be progressed in stages to ensure the State is well placed to progress AdeLINK at the first opportunity. I expect that the study will take approximately 18 months to complete.

The upcoming Lord Mayor's Light Rail Summit highlights the considerable level of Local Government and community interest in trams for Adelaide. I hope this will translate into the necessary level of commitment and collaboration required by all levels of Government.

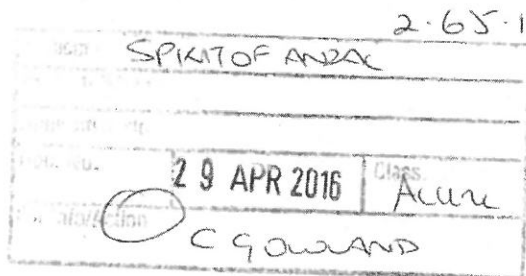
I look forward to working with you on this city shaping project.

Yours sincerely

A handwritten signature in black ink, appearing to read 'S. Mullighan', with a stylized flourish at the end.

HON STEPHEN MULLIGHAN MP
MINISTER FOR TRANSPORT AND INFRASTRUCTURE

19 April 2016



20 April 2016

Mayor Lachlan Clyne
City of Unley
181 Unley Road
UNLEY SA 5061

Lachlan

Dear Mayor Clyne

I write to thank you and Unley City Council for contributing to the success of the Spirit of Anzac Centenary Experience in Adelaide at the Adelaide Showgrounds from 8 to 20 March 2016.

One of the most important legacies that can come from the Spirit of Anzac Centenary Experience is to build on community understanding and awareness of Australia's contribution to the First World War and a century of service of Australia's armed forces.

We hope that the impression of the Spirit of Anzac Centenary Experience remains in the minds of those who visited the exhibition long after our visit to Adelaide. I am confident that this impression will remain deeper and clearer in your community because of the support from the City of Unley.

Thank you for attending and speaking at the Official Launch event. We also very much appreciate the support, enthusiasm and commitment of your staff, in particular Erin Thompson, Hanlie Erasmus, Debbie Washington and Pam Hocking. Karen Paris was a significant contributor and assisted in putting together the Community Zone in Adelaide.

Should you get the opportunity you may wish to revisit the Spirit of Anzac Centenary Experience by taking a virtual tour of the exhibition using the *Spirit of Anzac 360 Explorer App* available from www.spiritofanzac.gov.au.

Please accept our gratitude for making the Spirit of Anzac Centenary Experience a success in Adelaide.

Yours sincerely

Alison Creagh CSC
Executive Director
Spirit of Anzac Centenary Experience

enquiries@spiritofanzac.gov.au

PRESENTED BY



PROUDLY SUPPORTED BY



IT'S HOW
WE CONNECT





Aspiration Meets Excellence

22nd April 2016

Mr Peter Tsokas
Chief Executive Officer
City of Unley
PO Box 1
UNLEY SA 5061

Dear Peter,

On behalf of AME Recruitment, I would like to congratulate your Active Ageing Strategy Project Team on winning Excellence in Age Friendly Communities at the recent 2016 15th Annual Local Government Professionals Australia, SA Leadership Excellence Award.

Yours sincerely

AME Recruitment Pty Ltd

A handwritten signature in black ink, appearing to read 'Adam Kennedy', is written over a horizontal line.

Adam Kennedy
General Manager

Level 2, 153 Flinders Street, Adelaide, SA 5000
Phone 08 8228 3800 Website www.amerecruitment.com.au Fax 08
8232 6452

AME Recruitment Pty Ltd ABN 25 097 027 300

The Hon John Rau MP

16PLN0394

22 April 2016

Mayor Lachlan Clyne
City of Unley
PO Box 1
UNLEY SA 5061



**Government
of South Australia**

Deputy Premier
Attorney-General
Minister for Justice Reform
Minister for Planning
Minister for Industrial Relations
Minister for Child Protection
Reform
Minister for the Public Sector
Minister for Consumer and
Business Services
Minister for the City of
Adelaide
45 Pirie Street
ADELAIDE SA 5000
GPO Box 464
Adelaide SA 5001
Tel 08 8207 1723
Fax 08 8207 1736

Dear Mayor Clyne

Further to my previous letter dated 22 April 2016, I write to provide additional information about the Environment and Food Production Areas (EFPAs) introduced under the *Planning, Development and Infrastructure Act 2016* (the Act).

The areas that are designated in the EFPA essentially surround the built up areas of Adelaide (as at 1 December 2015) from the north along Gawler River, following the foothills southwards, along the western boundary of the McLaren Vale Preservation District and back towards the coast south of Sellicks Beach. A copy of the EFPA map is included in this link: http://dpti.sa.gov.au/data/assets/pdf_file/0006/247677/G17_2015.pdf

The establishment of the EFPAs will protect:

- food production areas
- valuable rural areas
- areas of environmental significance and
- areas of landscape value.

In most circumstances the EFPAs will simply apply current zoning rules and policies. In general, the rights of existing land holders to use their land under current zoning and land use policies will not change. The EFPAs will however, restrict the creation of additional allotments for residential development (excluding hotels, motels or other forms of temporary residential accommodation).

Notwithstanding this, the EFPAs take account of areas that are currently in the process of being rezoned for urban purposes such as land south of Roseworthy.

In addition, landowners in areas identified (zoned) as Rural Living or similar as at 1 December 2015, will have a 'sunset' period of two years from the date in which the EFPAs provisions come into operation to exercise existing development rights to create one or more, additional allotments.

Subject - DEVELOPMENT ACT CHANGES		
Property/Street		
Application No.		
Doc. No.	29 APR 2016	Class. Active
For Info/Action COWARD		

A date has not yet been set for the commencement of this two year period. The commencement date is reliant on the commencement of the relevant provisions of the Act and the requirements of the transitional legislation. Notice will be provided in due course of the relevant commencement date.

These new provisions ultimately seek to restrict urban encroachment on environmental and food production areas. The EFPAs provide:

- necessary certainty to industries like our food and wine producers and tourism sector, which certainty did not exist previously;
- far greater certainty to developers as to where urban development may or may not occur in the future; and
- all present and future tax payers certainty that they will not be caught with having to fund the significant hidden infrastructure and services costs of continuing urban sprawl.

This certainty is a good thing and the right thing to do as we continue to build South Australia. If the EFPAs warrant amendment, any such amendment can occur transparently before Parliament as provided for in the Act.

I have also enclosed a fact sheet on EFPAs which includes a flow chart explaining the operation of the 'sunset' clause.

I trust this further detail is of assistance. Should you wish to discuss further please contact Mr Andrew Grear, Manager Strategic and Development Planning on 7109 7028 or email andrew.grear@sa.gov.au.

Yours sincerely



John Rau
Deputy Premier
Minister for Planning

Encl. EFPA fact sheet

RENEWING OUR PLANNING SYSTEM UNLOCKING SOUTH AUSTRALIA'S POTENTIAL

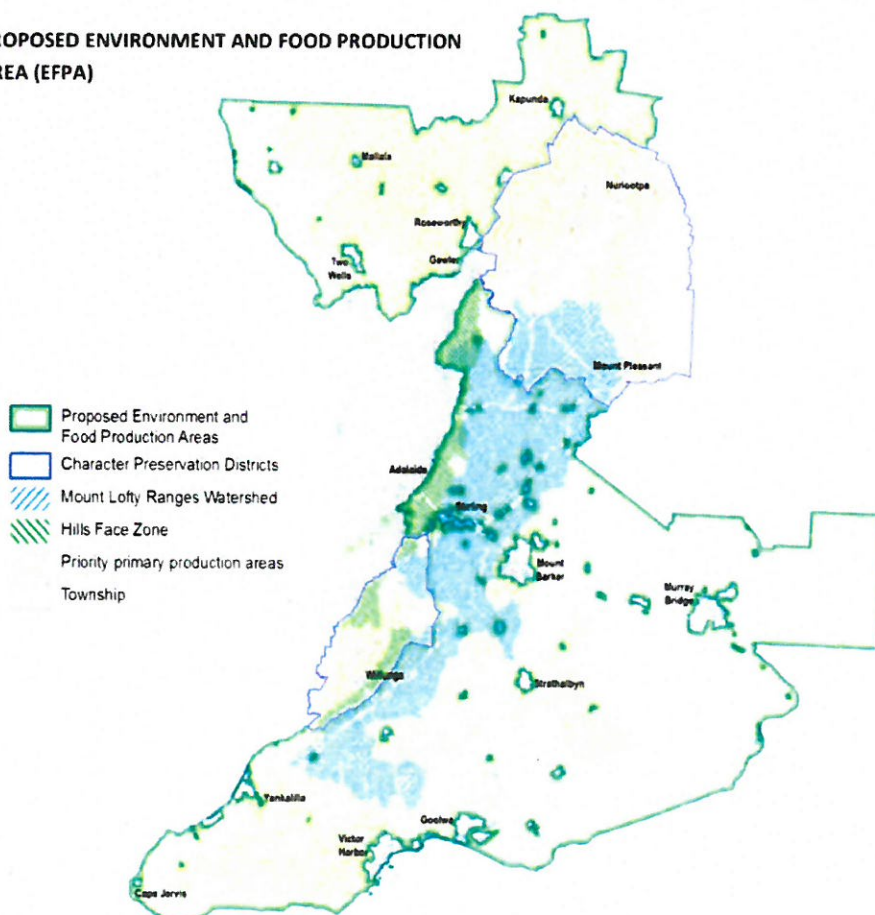
Proposed Environment and Food Production Area (EFPA)

The EFPA surrounds the built up area of Adelaide from the north along the Gawler River, following the foothills southwards, along the western boundary of the McLaren Vale Preservation District and back towards the coast south of Sellicks Beach. The EFPA is our existing rural lands that surround Greater Adelaide.

Why are we doing this?

- To protect our food bowl, valuable rural areas, landscape values and environmental resources, and to guide Adelaide's future urban form.
- To enable transparent decision making about the expansion of fringe development by ensuring that areas within the EFPA can only be developed for urban purposes if both Houses of Parliament agree.
- To encourage the building of new homes in our inner and middle ring suburbs because this generates more jobs, cost less to service, and provides more affordable living options than continuing to expand on the fringe.

PROPOSED ENVIRONMENT AND FOOD PRODUCTION AREA (EFPA)



How will we avoid upward pressure on the price of housing and land?

We will maintain abundant supplies of land outside of the EFPA:

- there is at least 27 years of supply outside the proposed boundary, and this will increase as our housing supply continues its shift towards infill (rather than fringe expansion)
- this will be monitored and reported on annually through the Housing and Employment Land Supply Program
- the proposed new Planning Commission will be required to undertake five yearly reviews of the EFPA boundary that include particular reference to the supply of housing

We will continue to work with Councils and Renewal SA to unlock infill and redevelopment opportunities in appropriate areas of our inner and middle suburbs, providing housing choice while boosting density which supports the delivery of the Integrated Transport and Land Use Plan.

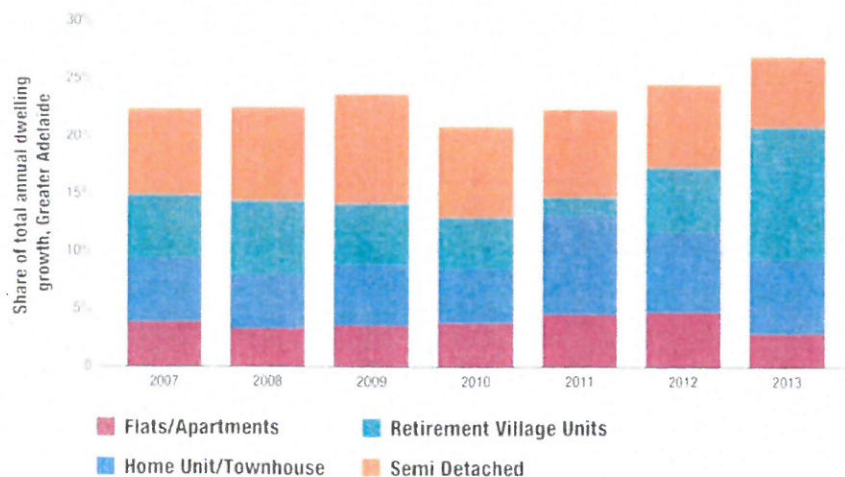
Community Benefits

We need to provide for affordable living (not just affordable purchase)



Community Benefits

Supply of medium density housing is increasing to meet the rising demand



How have we determined the proposed boundary?

For metropolitan Adelaide, the EFPA boundary is based upon the following:

- to the east - the existing boundaries for the Hills Face Zone, existing Character Preservation Areas (McLaren Vale and Barossa Valley) and the Mount Lofty Ranges Watershed
- to the north - the Gawler River and the Virginia Triangle horticultural area.

For townships, and the outer boundary, the EFPA reflects existing urban areas (zoned or unzoned), existing council boundaries and known intentions for expansion (evidenced via some or all of rezoning currently in train), intentions set out in Council Strategic Directions Reports and/or the current 30 Year Plan for Greater Adelaide. These have then been adjusted to reflect the urban form and land supply considerations.

How does this affect you or your development?

How will existing land uses within the EFPA be affected?

- There is no change to the existing use rights.
- The rights of existing land holders to use their land will not be changed.
- The EFPA will simply enforce the current zoning rules that have in many cases been in existence for a number of years; indeed in some cases over 20 years, all of which have undergone extensive local community consultation.
- The EFPA seeks to restrict the encroachment of residential land into valuable environment and primary production areas, consequently it provides for greater scrutiny of proposed future land division for residential purposes.
- The establishment of the EFPA does not preclude minor boundary adjustments.

How are boundary realignments assessed within the EFPA?

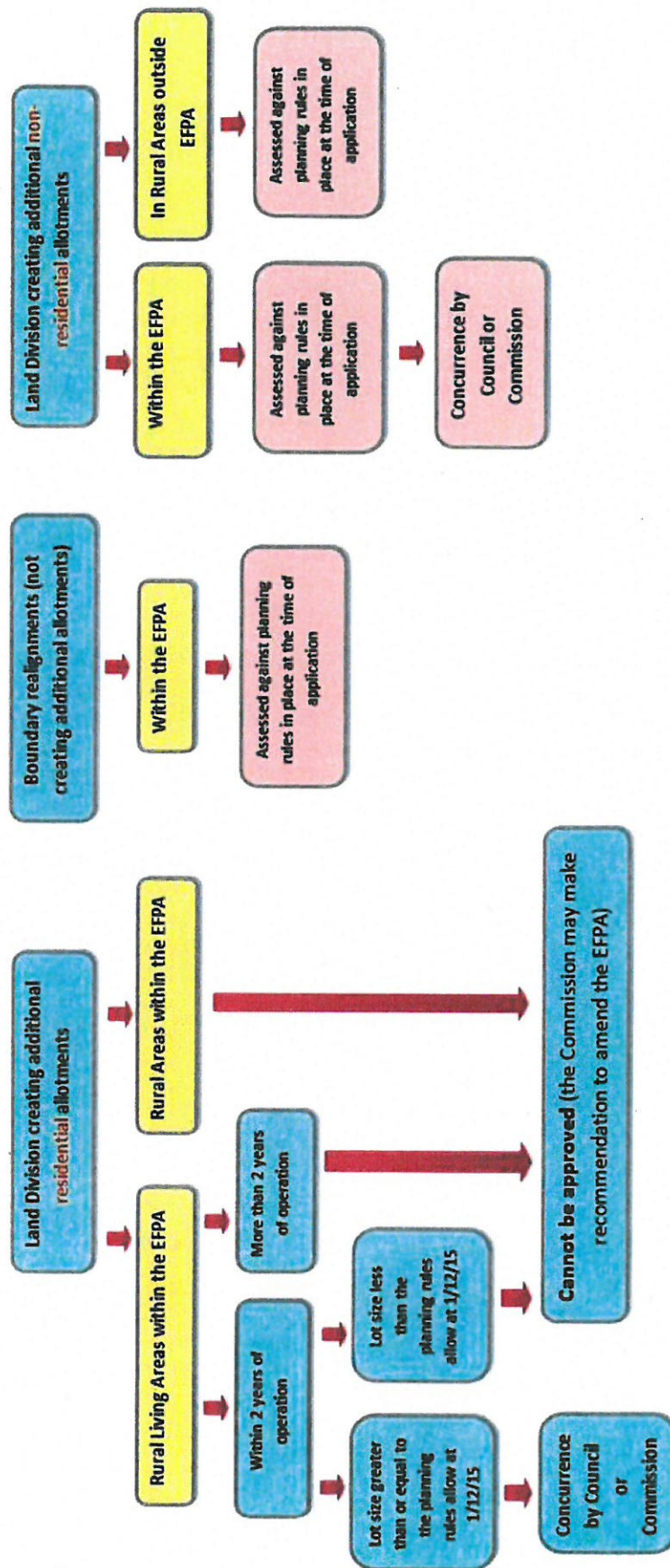
Applications to realign boundaries without creating additional allotments will be assessed against the planning rules in place at the time of application. They are not affected by the introduction of the EFPA.

How will planning consent for land division be assessed within the EFPA?

- Applications for land division to create additional allotments will be lodged with the relevant planning authority for assessment (this may be a local Assessment Panel or the State Planning Commission).
- If the application is for additional **non-residential allotments**, it will be assessed against the planning rules in place at the time of application. Once a decision is made, either the local assessment panel or state planning commission, depending on the authority, will need to 'concur' with the decision.
- Applications for land division to create additional **residential** allotments within the EFPA will **only** be approved, if the land is in a 'rural living area' (defined in schedule 7 of the Bill), and all of the following is met:
 - the application is lodged within two years of operation of schedule 7
 - the allotment size sought is the same as or larger than that allowed by planning rules that applied on 1 December 2015
 - the local council and state planning commission concur on the approval.

Note: a landowner may request the Commission to consider making recommendation to the Minister to amend the EFPA. Parliament will need to approve any amendments.

Planning consent for land division within the Environment and Food Production Area (EFPA)



Do we have enough supply of land for future housing?

Housing supply from fringe and township areas outside EFPA

Region	Potential dwelling supply outside the proposed EFPA		
	Zoned land	Unzoned and future growth areas	Total (allotments)
Outer Metro	54,010	27,080	81,090
Township	16,990	15,100	32,090
Total	71,000	42,180	113,180

Estimated years of supply of fringe and township housing allotments

- 27¹ years supply - based on the average consumption over the last 10 years (2005-2014)
- 35² Years supply- based on the average consumption over the last 5 years (2009-2014)

¹10 years average consumption = 348 ha by 12 lots per hectare equals 4176 lot/pa

²5 years average consumption = 265 ha by 12 lots per hectare equals 3180 lot/pa

WANT TO KNOW MORE?

Department of Planning, Transport and Infrastructure

1300 857 392

dpti.sa.gov.au/planning





27th April 2016

Mr Peter Tsokas
Chief Executive Officer
City of Unley
PO Box 1
UNLEY SA 5061

Dear Peter,

On behalf of AME Recruitment, I would like to congratulate your Artificial Nesting Box Program Team on being recognised as a finalist in Excellence in Environmental Leadership and Sustainability at the recent 2016 15th Annual Local Government Professionals Australia, SA Leadership Excellence Award.

Yours sincerely

AME Recruitment Pty Ltd

A handwritten signature in black ink, appearing to be 'Adam Kennedy', is written over the company name.

Adam Kennedy
General Manager

Level 2, 153 Flinders Street, Adelaide, SA 5000
Phone 08 8228 3800 Website www.amerecruitment.com.au Fax 08
8232 6452
AME Recruitment Pty Ltd ABN 25 097 027 300

ACC2016/55028

29 April 2016

Mayor Lachlan Clyne
City of Unley
PO Box 1,
UNLEY SA 5061

Dear Mayor Clyne

RE: Biodiversity in the South Park Lands

The Adelaide Park Lands Authority (the Authority) has recently completed community and stakeholder consultation on the draft Adelaide Park Lands Management Strategy.

Thank you for the submissions received from the City of Unley, these being a formal verbal presentation at the Public Meeting held by the Authority on 25 February 2016 followed by a written submission based on the presentation, received on 17 March 2016.

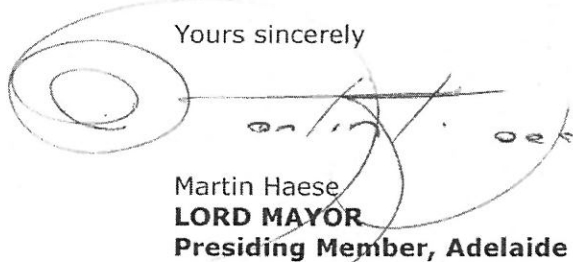
Via these submissions the City of Unley has communicated its reservations regarding the protection and enhancement of remnant vegetation, specifically in the South Park Lands. The City of Unley has expressed a preference for these areas to be developed into sports fields to help meet the shortage of ovals and pitches available to clubs within its Council area.

In response to a resolution of the Authority on 17 March 2016, I am writing to seek confirmation and/or clarification of the City of Unley's formal position on the management and protection of remnant vegetation and natural areas in the south Park Lands.

If you require any further information on the draft Park Lands Strategy or management of biodiversity in the South Park Lands please contact Nicholas Carr, Acting Manager City Sustainability and Park Lands on telephone 8203 7238 or email N.Carr@adelaidecitycouncil.com

Thank you once again for your involvement in the review of the Park Lands Strategy and we look forward to working with the City of Unley to enhance the South Park Lands for the benefit of the adjacent communities and all South Australians.

Yours sincerely



Martin Haese
LORD MAYOR
Presiding Member, Adelaide Park Lands Authority

Subject - Adelaide City Parklands	
Property/Street	
Application No.	
Doc. No.	04 MAY 2016 Class. <i>Active</i>
For info/Action <i>C. Rowland</i>	



SOUTH AUSTRALIA POLICE
KEEPING SA SAFE

Your Ref:
Our Ref:
Enquiries: AC Noel Bamford
Telephone: 08 7322 3266
Facsimile:

A key strategy of the SAPOL Organisational Reform Program is to return more police to front line operational duties. To assist with achieving this, a recent South Australia Police (SAPOL) internal review examined the provision of 'front office' services from all metropolitan police stations.

At the present time SAPOL operates 16 police stations across the metropolitan area, including:

1. Aldinga Police Station
2. Christies Beach Police Station
3. Elizabeth Police Station
4. Glenelg Police Station
5. Golden Grove Police Station
6. Henley Beach Police Station
7. Hindley Street Police Station
8. Holden Hill Police Station
9. McLaren Vale Police Station
10. Netley Police Station
11. Norwood Police Station
12. Parks Police Station
13. Port Adelaide Police Station
14. Salisbury Police Station
15. Sturt Police Station
16. Wakefield Street (Adelaide) Police Station

SAPOL has developed a model for front office Police Station facilities across the Adelaide metropolitan area and a summary is provided for your review.

The Commissioner of Police invites you to consider this proposal and provide a written submission detailing concerns, issues or comments that you feel need to be taken into account prior to a final decision being made.

It would be appreciated if your written submission is addressed to:

Program Manager
SAPOL Organisational Reform Program
GPO Box 1539
ADELAIDE SA 5001

Or by email to sapol.organisationalreview@police.sa.gov.au

All submissions are required by COB Friday 27 May 2016.

Yours sincerely

A handwritten signature in dark ink, appearing to be 'NB', written over a horizontal line.

Noel Bamford
Assistant Commissioner

Program Manager
SAPOL Organisational Reform

6 May 2016



Metropolitan Police Stations Review

A key strategy of the SAPOL Organisational Reform Program is to return more police to front line operational duties. To achieve that goal all facets of the current SAPOL metropolitan policing model are being reviewed. Key considerations for the Metropolitan Police Stations Review were to assess whether the current practices and processes are efficient and meet the needs of both SAPOL and the community.

The main way that the community contacts the police is via the telephone (Triple Zero and 131444). SAPOL answers approximately 150,000 Triple Zero emergency calls each year, with a further 430,000 calls answered on the non-urgent 131444 police assistance number. In addition to police attendance matters, callers report crime, traffic complaints and suspicious behaviour by phone. They are also provided with a range of advice that negates the need to attend a police station.

On line reporting of vehicle collisions, lost property and cybercrime is also available with two new 'apps'; 'Report Suspicious Behaviour' and 'Track My Crime' to be launched in the near future.

The review identified a business need to retain 24 hour front office services at Elizabeth, Port Adelaide and Christies Beach. These stations maintain cell facilities and are adjacent metropolitan courts. The workload at Hindley Street also supports the retention of 24 hour services from that facility.

The review included analysis of demand for front office policing services at the following 12 metropolitan police stations (the 4 proposed 24/7 police stations are not considered in this report):

1. Aldinga Police Station
2. Glenelg Police Station
3. Golden Grove Police Station
4. Henley Beach Police Station
5. Holden Hill Police Station
6. McLaren Vale Police Station

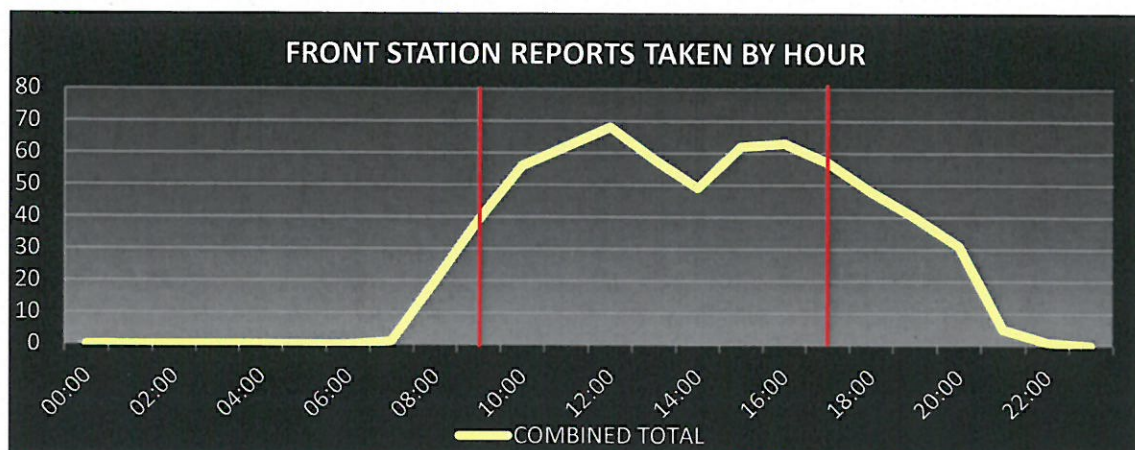
7. Netley Police Station
8. Norwood Police Station
9. Parks Police Station
10. Salisbury Police Station
11. Sturt Police Station
12. Wakefield Street Police Station

Statistical sampling of demand indicators revealed that on average, the majority of non-24/7 police stations experience the highest volume of demand between 9.00 am and 5.00 pm. The review identified that outside 'business hours' demand from attending public significantly decreases. Opening hours and staffing are not proportionate to demand for service.

It is apparent that the current police stations are under-utilised. Front office business hours are not standardised and staffing these offices after hours has a negative resource impact on front line policing. Staffing the front office of a large number of police stations afterhours has an adverse impact on available resources and there is an opportunity to more efficiently resource larger stations afterhours if the business hours of smaller stations are rationalised.

The graph below represents the aggregate results from all the relevant non-24/7 police stations over a 24 hour period. The two red vertical lines indicate the proposed front office opening hours of the non-24/7 police stations. The left axis represents 'units of work' which includes financial transactions, reports of crime or incidents (i.e. Police Incident Reports, Vehicle Collision Reports and Domestic Abuse Reports). A number of functions performed at police stations (e.g. telephone enquiries, witnessing statutory declarations, etc) have not been considered in the assessment due to lack of validated data.

Table 1 – Front Station Aggregate Demand (24 hour period)



This finding suggests the available hours of front office services within police stations could be aligned to more accurately correlate with the times of higher demand for service in consideration of the type of service provided.

A significant proportion of over the counter business at police stations is non-urgent and relates to administrative matters that should be dealt with during business hours. A considerable quantity of reports entered at police stations are vehicle collision reports. It is also the case that a significant percentage of these reports could have been entered online. By maintaining a smaller number of stations that provide afterhours services, members of the community are still able to attend a station if they choose. The average distance to a 24 hour station would be approximately 15 kilometres.

For all urgent matters, police patrols are dispatched to the caller. Front office demand has been examined and 'business as usual' opening hours identified that meet that demand. It is anticipated that outside of the defined business hours the front office services within these stations would be opened at the discretion of the local police commander. For example, this may include local requirements such as extended hours during summer months for Glenelg and Henley Beach Police Stations, or specific special events such as New Year's Eve and Australia Day that may require an extension of the standard front office opening hours.

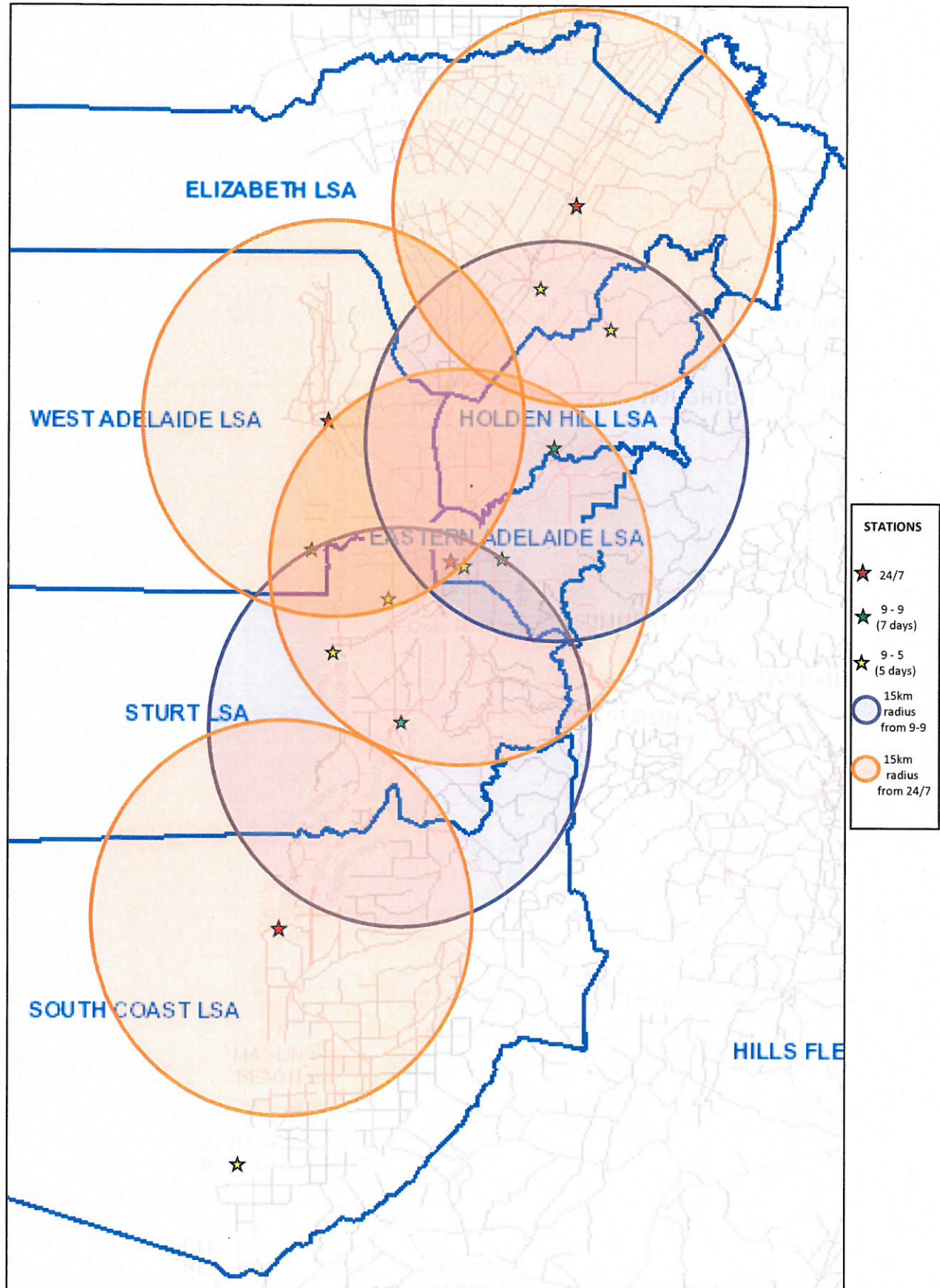
The table below (Table 2) represents both the current police station locations and opening hours, and the proposed days and hours of 'front station' operation. The 24/7 police stations provide an even distribution of locations across the metropolitan area (refer Map 1). It should be noted that there is no direct correlation between front station opening hours and the provision of mobile policing assistance and emergency response to the community. That is, whilst a police station 'front office' may be closed, this does not preclude response police deploying from the building over a 24/7 period to provide a mobile policing response.

Table 2 –Police Station Locations / Front Station Opening Hours (Current/Proposed)

Police Station	Current Days	Current Hours	Proposed Days	Proposed Hours
Aldinga	Mon-Fri	8:30am – 5:00pm	Mon-Fri	9:00am - 5:00pm
Christies Beach	7	24 hour	7	24 hour
Elizabeth	7	24 hour	7	24 hour
Glenelg	7	7:30am – 10:00pm	Mon-Fri	9:00am – 5:00pm
Golden Grove	7	8:30am – 9:30pm	Mon-Fri	9:00am – 5:00pm
Grenfell Street	N/A	No Station Service	Mon-Fri	9:00am – 5:00pm
Henley Beach	7	8:00am – 11:00pm	Mon-Fri	9:00am – 5:00pm
Holden Hill	7	24 hour	7	9:00am – 9:00pm
McLaren Vale	Closed	Closed	Closed	Closed
Netley Police	7	7:30am – 10:00pm	Mon-Fri	9:00am – 5:00pm
Norwood	7	8:00am – 9:00pm	Mon-Fri	9:00am – 5:00pm
Parks	7	8:30am – 5:00pm	Closed	Closed
Pt Adelaide	7	24 hour	7	24 hour
Salisbury	7	8:30am – 9:30pm	Mon-Fri	9:00am – 5:00pm
Sturt	7	24 hour	7	9:00am – 9:00pm
Wakefield Street	7	24 hour	Relocate	see Grenfell Street

SAPOL's proposed changes to opening hours aligns SAPOL's non-urgent, administratively based service delivery to the accepted operating hours for all other government agencies. The proposed changes to opening hours deliver greater consistency (i.e. the opening hours are standardised to reduce confusion within the community), ability to better resource 24/7 stations and provide a higher degree of customer service. By reducing the opening hours of smaller stations, more robust staffing of larger stations can be achieved while some officers can be returned to frontline policing duties providing a more visible and responsive policing presence within the community.

Map 1 - Police Stations colour coded by proposed opening hours.



MAYOR'S REPORT

TITLE: MAYOR'S REPORT FOR MONTH OF APRIL 2016
ITEM NUMBER: 475
DATE OF MEETING: 23 MAY 2016
ATTACHMENTS: 1. MAYOR'S REPORT

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.
-

CALENDAR OF EVENTS

DATE	FUNCTION
APRIL	
Tuesday 26	<ul style="list-style-type: none"> • Attended farewell morning tea for staff member • Council meeting
Thursday 28	<ul style="list-style-type: none"> • PLEC meeting
Friday 29	<ul style="list-style-type: none"> • Hosted Order of Australia Function in the Council Chambers
MAY	
Monday 2	<ul style="list-style-type: none"> • Attended the 33rd Birthday Celebrations at the Unley Probus Club • Quarterly meeting of Mayors, CEOs and Centennial Park CEO and Chairperson • EM Briefing
Tuesday 3	<ul style="list-style-type: none"> • Rotary Club of Unley
Wednesday 4	<ul style="list-style-type: none"> • Met with students from Parkside Primary School and gave them a talk on Local Government and a tour of the Council Chambers • Unley Mensa Mother's Day Lunch • Community and Culture Committee meeting
Thursday 5	<ul style="list-style-type: none"> • Hosted a Bible Society Fundraiser in the Council Chambers
Friday 6	<ul style="list-style-type: none"> • All connections to Unley Art Prize – Hughes Gallery
Saturday 7	<ul style="list-style-type: none"> • Hyde Park Croquet Club • Millswood Croquet Club – for World Croquet Day
Monday 9	<ul style="list-style-type: none"> • EM Briefing
Wednesday 11	<ul style="list-style-type: none"> • Hosted Metro Mayor's Lunch • MLGG Meeting • Unley Road Association Networking Event
Friday 13	<ul style="list-style-type: none"> • Aveo Kings Park's 30th Anniversary Afternoon Tea
Sunday 15	<ul style="list-style-type: none"> • 4th Goodwood Greek Festival

DATE	FUNCTION
Thursday 19	<ul style="list-style-type: none"> • CEO Performance Review Panel Meeting
<p>During the month I also met with members of the Administration, Elected Members, Politicians and the community.</p>	

DEPUTY MAYOR'S REPORT

TITLE: DEPUTY MAYOR'S REPORT FOR MONTH OF
MAY 2016

ITEM NUMBER: 476

DATE OF MEETING: 23 MAY 2016

ATTACHMENTS: 1. DEPUTY MAYOR'S REPORT

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.
-

DEPUTY MAYOR'S REPORT

King William Road Curb Build Outs

Opey Street build outs have been completed and work has commenced at Bloomsbury Street.

It was great to see people enjoying this new area to meet and chat at the weekend. Early indications are that this will provide rejuvenation for the King William Road strip.

In addition to regular Council based meetings, meetings and other communications with residents, I attended the following:

21 April

Mud Central – Ridge Park (Festival of Mud)

A fantastic outdoor adventure - a chance to get dirty without being reprimanded! It was great to see children enjoying themselves - climbing, constructing tree houses, making mud pies, listening to stories and gypsy music.

22 April

Met with the Manager Community Services and the Team Leader Regulatory Services to discuss several matters relating to dogs, dog parks and signage.

Norwood Oval - saw Sturt defeat Norwood by 3 goals.

25 April

ANZAC Dawn Service, followed by breakfast at Unley RSL Club

26 April

Cubby Building - Village Green

It was terrific to see so many young children (and parents) using new found skills to construct a cubby house.

Morning tea to farewell to Elizabeth Hartnell, former Curator of Unley Museum.

27 April

Meeting with the Mayor to discuss a range of issues.

29 April

Order of Australia Reception - Acknowledging the fact that, in the main, Australia Day Honours are awarded to people who provide service to their community, the City on Unley was invited to host a reception to acknowledge the 2016 recipients.

4 May

Met with Cr Sangster and the Manager Transport and Traffic to discuss issues raised by residents about proposed traffic calming. Despite some limited resistance to Council's proposal, work in Grove and George Streets is now under way.

5 May

With other Elected Members, visited Lane Cove, Sydney to visit the sites of various projects and discuss how they were able to achieve their programme of major developments.

There are several similarities between the two Councils, but there are also differences between the States as to how Councils raise revenue other than via rates.

6 May

All Connections to Unley Art Prize - Announcement of winners and awarding of prizes to artists who created artworks, drawing on their personal connection to the City of Unley.

Clearly we have many talented people of all ages in our city. Good to see several Elected Members attending this event - congratulations to all involved in this new initiative.

11 May

Unley Road Association Networking Event at Claridge Holden - A good opportunity to meet long standing and new traders who indicated their appreciation of being able to meet and talk to their Elected Members of Council.

UBED Strategic Planning Forum – the aim of which was to establish the vision and strategy UBED recommends be adopted for 2017 through 2020 and to set a path for achieving the business & economic development objectives set in The City of Unley - Community Plan 2033.

The SWOT analysis was an interesting session with quite an amount of follow up work to be undertaken. Full credit to UBED for acknowledging and addressing the wide range of issues.

15 May

Goodwood Greek Festival - A day of friendship, music, dance and great food, using the plaza behind Goodwood Library. Good numbers in attendance.

REPORTS OF MEMBERS

TITLE: REPORTS OF MEMBERS
ITEM NUMBER: 477
DATE OF MEETING: 23 MAY 2016
ATTACHMENTS: 1. MEMBERS' REPORTS

Council to note the attached reports from Members

1. Councillor Hewitson
 2. Councillor Palmer
 3. Councillor Schnell
 4. Councillor Hughes
-

REPORTS OF MEMBERS

TITLE: MAY 2016

**REPORT FROM COUNCILLOR
MICHAEL HEWITSON**

(a) Items of particular interest, concern or urgency

Our council has a vital interest in Health and fitness, traffic congestion and liveability, as well as pollution and climate change.

As a member of Unley Council seeking to reduce car numbers on our crowded roads by increasing walking, cycling and public transport usage, I attended the launch of the book by Jennifer Bonham as co-editor. Jennifer is a resident of Goodwood, and a member of our U BUG committee.

I wish to speak to both the event and the book at our Council meeting. The copy I purchased will be donated to the Unley Library following its circulation amongst elected members.

“The growing interest in cycling in Australia and New Zealand, as in other parts of the world, is underpinned by three major concerns: health and fitness, congestion and liveability, pollution and climate change.

The focus of the first half of the book is largely on the current engagement with cycling, challenges faced by existing and would-be cyclists and the issues cycling might address.

The second half of the book is concerned with strategies and processes of change to enable the broadest possible participation in cycling.”

(b) Functions Attended

REPORTS OF MEMBERS

TITLE: REPORT FROM COUNCILLOR PALMER

(a) Items of particular interest, concern or urgency

I again share concerns re communication skills.

On a positive note I see we are reviewing (see below) our customer request system after my series of questions on notice regarding my concerns with the inability of the system to talk to our customers.

On a negative note I have a concern about our PO Box 1 email address. It appears that some ratepayers, who have used this address are not responded to or even acknowledged, when they write in or lodge a customer request.

I have also recently liaised with a ratepayer, aggrieved over a recent communication with Council, the nature of which would less likely to have occurred, in my opinion, if people had training in communication skills.

(b) Functions Attended

(in addition to Council meeting, normal briefings and consultation with and responding to rate payer concerns)

21 st April	Lord Mayor's Light Rail summit.
21 st April	Lord Mayor's meeting of Mayors & CEOs.
25 th April	Anzac day memorial service.
27 th April	Clarence Park Community Centre Board of Management meeting
28 th April	Goody Saints channel 9 news crossover
29 th April	Australia Day Honours Recipient Reception
4 th May	Community & Culture Meeting (as visitor).
5 th May	Lane Cove
7 th May	Discussed Millswood Park improvement plan with Millswood Bowling Club and Millswood Croquet Club.
13 th May	Interviewed by Karen White of Interface Consultants re our customer request system.
17 th May	FOCUS Forum.

REPORTS OF MEMBERS

TITLE: MAY 2016

**REPORT FROM COUNCILLOR
BOB SCHNELL**

(a) Items of particular interest, concern or urgency

The list below mostly excludes events and activities that I would normally attend as an Elected Member eg. Council/Committee meetings, Ward and Briefing sessions, discussions with staff and community events.

At all events attended, any expense incurred was funded by myself.

Saturday 30 April

A fabulous Saturday afternoon spent cooking an Afghani banquet with famed chef Farida Ayubi (of Parwana restaurant).

Lots of food to take home and enjoy over 2 days.

I was a participant in the 'L Plates Tasting Australia' gourmet experience held at TafeSA @ Regency Park, SA.

We cooked:

1. Kabuli Palaw; a superb rice dish using golden aged long grain rice
2. Chicken Stock; meat and stock to be added to the Kabuli Palaw
3. Lamb Kofta; magical meatballs
4. Kadu Borani; the only way to eat Pumpkin (or eggplant, potato)

A great day cooking with Farida Ayubi.

Friday 06 May

Fantastic news from the State Government about the proposed \$10m shared pathway (for pedestrians and cyclists) over the railway line @ Forestville Reserve with access to the Goodwood Station platforms below. It will be disability compliant with 2 lifts similar to what is installed at the tram Stop 6 overpass at South Road.

This project has been on the drawing board for some time and I have made ongoing representation to the Government to make this happen.

A great outcome.

Friday 06 May (afternoon)

Attended a film shoot by Totally Wild (Channel 10) at Forestville Reserve. The segment documents the City of Unley's pruning of gum trees in the parks and collecting the gum leaves and delivering them to the Koala Hospital at Plympton. It's a good news story for Unley.

Friday 06 May (evening)

Attended the launch of the All Connections to Unley Art Prize Finalists' Exhibition with the announcement of the winners in each of the 3 categories. Held @ Hughes Gallery, Fullarton Park Community Centre.

A fantastic evening. There was considerable conversation about the merit of the art on display. It was nice to meet many of the artists and discuss their work.

I loved the painting of the old Red River gum that grows along the creek in Wilberforce Walk @ Forestville.

I was momentarily flattered to be invited by an artist to sit for a work to be exhibited at SALA; then she said that she liked the challenge of working with such a subject.

In attendance were Councillors Hughes, Hudson, Boisvert and Rabbitt and Mayor Clyne.

Tuesday 10 May

A quick visit to Goodwood Library to inspect the works that had been carried out associated with installing RFID. Impressive.

I couldn't get there earlier at 10am for the launch with cake.

Monday 16 May (morning)

Met with a barista at Lockleys and discussed Unley's 'Double Shot' event.

Whilst he hasn't participated at Unley he was keen to hear of plans for the next event. He may consider coming to Unley.

News about this event has certainly travelled widely across SA.

Monday 16 May (afternoon)

Talked with Goodwood traders about the State Government's intention to introduce extended clearways on Goodwood (and Unley) Road. There had been concern raised by news/information about removal of carparks on the road.

Tuesday 17 May (morning)

Met with a journalist from the Eastern Courier Messenger.

Discussed a range of topics.

We then visited the Goodwood Library to inspect the RFID facility and the associated enhancements. Fantastic! Looks good.

We were given a demonstration by staff and when using manual mode to checkout, I liked the 'pirate' language option intended for children; although I'm sure that English teachers would frown on its use. It will be interesting to gather statistics on the use of the various language options.

Tuesday 17 May (evening)

Attended the FOCUS meeting @ Unley Community Centre.

The guest speaker was Charles Mountain, Senior Manager of Road Safety @ RAA.

The topic was 'Traffic through the City of Unley: can it be calmed?'

Charles addressed:

The challenges in managing the competing demands for the use of the arterial roads through Unley.

The likely options and their pros and cons.

How to achieve a more pedestrian friendly city.

For more detailed information about my monthly activities, visit my website

<http://bobschnell.blogspot.com.au/>

REPORTS OF MEMBERS

TITLE: MAY 2016

**REPORT FROM COUNCILLOR
PETER HUGHES**

(a) Items of particular interest, concern or urgency

(b) Functions Attended

April 21st – Dropped into Mud Central at Ridge Park. A very large attendance at this 'old fashioned' family fun day. Ridge Park is no longer one of our best kept secrets as many attendees were visiting for the first time. A very successful day so congratulations to Council staff.

April 23rd – Attended the monthly Fullarton Park Market and observed its continuing success including live music and expansion westerly onto the lawns.

May 1st – Watched Sturt Football Club's 3rd home game that was another strong win.

May 5th – Visited Lane Cove Council in Sydney and observed their strategic partnerships that have provided significant new community facilities at minimal cost. A significant starting point was their ownership of strategic land parcels.

May 6th – Attended the opening of the All Connections to Unley Art Exhibition in the Hughes Gallery. The Open Competition attracted 57 entries of which 18 were chosen for display. The works portrayed Life in our City, some unique characteristics and different perspectives of Unley. I look forward to feedback from those who participate in the People's Choice nomination process.

May 15th – Attended Unley Oval for Sturt Football Club's match against the top team. Another strong win in front of a crowd of nearly 3000 people.

ITEM 478

NOTICE OF MOTION FROM COUNCILLOR SCHNELL RE CATS INC.

Councillor Schnell has given notice of intention to move the following motion at the Council meeting to be held on Monday 23 May 2016.

Preamble

CATS Inc. is run by volunteers and provides an excellent service in helping to manage stray cats in Unley (and some other councils). They liaise with residents, provide cages and arrange for low cost desexing of stray cats. The cats are then returned to the resident. This is a humane alternative to having stray cats euthanised. It gives residents a choice of how they wish to deal with strays. Last year CATS Inc. arranged for the desexing of 20 cats in Parkside; in one street.

Recently they were involved in assisting a resident in Black Forest; the resident had a problem with 6 stray cats.

It's a great service and they deserve recognition and support by extra sorely needed funds.

The extra \$1,000 is good value and will help to retain this service in Unley.

The motion warrants support.

Motion

That:

1. Council give consideration to funding CATS Inc. the amount of \$2,500 (an increase from the current \$1,500) in the 2016/2017 budget.

OFFICER'S COMMENTS

Cats Assistance to Sterilise (C.A.T.S) Inc.) is run by volunteers who have a long history in animal welfare. They specialise in supporting and monitoring colony cats and assist the community with low priced de-sexing. TNR (Trap, Neuter, Return/Re-home) is the main method they utilise to control cat populations and are able to monitor and maintain their welfare through this approach.

In the past 12 months the City of Unley has received six complaints about cats. Three complaints were about pet cats (dealt with an investigation process under section 254 of Local Government Act – order provisions for nuisance animals, with the remaining three in regard to stray cats. We made one referral to C.A.T.S. Inc to assist a resident in Black Forest. In most cat complaint cases, the use of our cat traps is the preferred option as it is considered a humane approach and it minimises the risk of the cat returning to the area.

We have a number of traps available for loan, and once the cats have been trapped, they are given to Animal Welfare. Our traps have been loaned out twice in the past 12 months. In cases where people are vulnerable and/or elderly the General inspectors provide further assistance to trap the cats and take them to Animal Welfare. There has been one such case in the last 12 months.

DECISION REPORT

REPORT TITLE: CONFIDENTIALITY MOTION FOR ITEM 480 –
UNLEY CENTRAL PROPERTY DEVELOPMENT
OPTIONS – NEXT STEPS

ITEM NUMBER: 479

DATE OF MEETING: 23 MAY 2016

AUTHOR: KELLEY JAENSCH

JOB TITLE: EXECUTIVE ASSISTANT ECONOMIC
DEVELOPMENT AND PLANNING

PURPOSE

To recommend that Item 480 be considered in confidence at the 23 May 2016 Council meeting and that the Minutes, Report and attachments remain confidential until the item is revoked by the Chief Executive Officer at a future date.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. Pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999 the Council orders the public be excluded, with the exception of the following:

Mr P Tsokas, Chief Executive Officer
Mr D Litchfield, General Manager Economic Development & Planning
Mr J Devine, General Manager Assets and Environment
Ms M Berghuis, General Manager Community
Ms R Wilson, Group Manager Governance
Ms N Tinning, Group Manager Business Support and Improvement
Ms C Gowland, Executive Assistant to CEO and Mayor

on the basis that it will receive and consider the report on Unley Central Property Development Options, and that the Council is satisfied that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:

- (b) information the disclosure of which
 - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

(ii) would, on balance, be contrary to the public interest.

It would be in the best interest of Council to consider this matter in confidence.

DECISION REPORT

REPORT TITLE: CONFIDENTIALITY MOTION TO REMAIN IN
CONFIDENCE ITEM 480 – UNLEY CENTRAL
PROPERTY DEVELOPMENT OPTIONS – NEXT
STEPS

ITEM NUMBER: 481

DATE OF MEETING: 23 MAY 2016

AUTHOR: KELLEY JAENSCH

JOB TITLE: EXECUTIVE ASSISTANT ASSETS AND
ENVIRONMENT

PURPOSE

To recommend that Item 480 remain in confidence at the 23 May 2016 Council meeting until the order is revoked by the Chief Executive Officer.

RECOMMENDATION

MOVED:
SECONDED:

That:

1. The report be received.
2. Pursuant to Section 91(7) and (3)(b) of the Local Government Act:
 - 2.1 The
 - ☒ Report

remain confidential on the basis that the information contained in this report could confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, and
 - 2.2 the minutes, report and attachments will be kept confidential until the item is revoked by the Chief Executive Officer.