

# Notice of Service Reviews Committee Meeting

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## MEMBERSHIP

Cr Rob Unger (*Presiding Member*)

Cr Brett Rankine  
Cr Jessica Lintvelt  
Cr Peter Field

Cr Lucas Jones  
Cr Lyn Petrie

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next SERVICE REVIEWS COMMITTEE MEETING will be held in the Civic Centre, 571 Montague Road, Modbury on WEDNESDAY 6 APRIL 2022 commencing at 6.30pm

A copy of the Agenda for the above meeting is supplied.

Council may restrict or limit access to members of the public physically attending the meeting to ensure compliance with current restrictions. Priority will be given to members of the public who wish to speak in the Public Forum and Deputation section of the agenda and have obtained prior approval from Council.

RYAN MCMAHON  
ACTING CHIEF EXECUTIVE OFFICER

Dated: 31 March 2022

CITY OF TEA TREE GULLY  
SERVICE REVIEWS COMMITTEE MEETING  
6 APRIL 2022

AGENDA

1. Opening and Welcome

Acknowledgement of Country Statement - to be read out as arranged by the Presiding Member

2. Attendance Record:

- 2.1 Present
- 2.2 Apologies
- 2.3 Record of Officers in Attendance
- 2.4 Record of Number of Persons in the Public Gallery
- 2.5 Record of Media in Attendance

3. Confirmation of Minutes of the Previous Meeting

That the Minutes of the Service Reviews Committee Meeting held on 2 February 2022 be confirmed as a true and accurate record of proceedings.

4. Public Forum

*Available to the public to address the Committee on policy, strategic matters or items that are currently before the Committee. Total time 10 mins with maximum of 2 mins per speaker. For more information refer to Council's website [www.cttg.sa.gov.au](http://www.cttg.sa.gov.au)*

5. Deputations

*Requests from the public to address the meeting must be received in writing prior to the meeting and approved by the Presiding Member. For more information refer to Council's website [www.cttg.sa.gov.au](http://www.cttg.sa.gov.au)*

## 6. Presentations

### 6.1 Building Optimisation Presentation

Mr Greg Salmon, Strategic Project & Stakeholder Manager will present on the progress that has been made developing an approach to achieve the **recommendations of the “Internal Audit Report – Optimisation of Council Buildings”** Duration 30 minutes.

### 6.2 Community Safety Status - Update

Ms Laura Watson, Community Safety Leader and Ms Carol Neil, Director Community & Cultural Development will provide a presentation on the status of the Community Safety review and the Community Safety Policy. Duration 30 minutes.

*Requests to present to the meeting must be received in writing 5 days prior to the meeting and approved by the Presiding Member. For more information refer to Council’s website [www.cttg.sa.gov.au](http://www.cttg.sa.gov.au)*

## 7. Petitions - Nil

## 8. Declarations of Conflicts of Interest

*Members are invited to declare any material, actual and/or perceived conflicts of interest in matters appearing before the Committee.*

## 9. Adjourned Business - Nil

## 10. Motions Lying on the Table - Nil

## 11. Management Reports

Office of the Chief Executive Officer - Nil

Assets & Environment - Nil

Organisational Services & Excellence - Nil

Community & Cultural Development - Nil

12. Motion(s) on Notice - Nil

13. Motion(s) without Notice

14. Question(s) on Notice - Nil

15. Questions without Notice

16. Information Reports

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17. Status Report on Resolutions

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18. Other Business - Nil

19. Section 90(2) Local Government Act 1999 – Confidential Items

*A record must be kept on the grounds that this decision is made.*

20. Date of Next Ordinary Meeting

1 June 2022

21. Closure

# INFORMATION REPORT

## SERVICE REVIEWS COMMITTEE MEETING

06 April 2022

### Organisational Services & Excellence

#### Building Optimisation (D22/22013)

This work was commissioned as part of an ongoing program of proactive internal audits to identify how the Council can improve its performance in specific areas. Buildings are an important Council asset used to deliver many services to the community.

Key drivers:

- ☒ Council has a large portfolio of 164 individual buildings with a current replacement value of \$118 million.
- ☒ **Many are ageing and are not 'fit for purpose' for their users.**
- ☒ Currently there is no strategic plan for these buildings.

At its meeting on the 13 April 2021 Council endorsed the Audit Committee recommendation:

*That having considered the report titled "Internal Audit Report – Optimisation of Council Buildings" and dated 31 March 2021, the findings and recommendations provided in Attachment 1 be adopted for the purposes of developing Council's Annual Business Plan for 2021-22, Council's next review of its Long Term Financial Plan, Buildings Asset Management Plan and Asset Management Policy.*

The recommendations from the *"Internal Audit Report – Optimisation of Council Buildings"* are summarised as follows (for full report see Attachment 1):

- Rec 1 - Develop a Buildings Policy.
- Rec 2 – Develop a policy relating to circumstances when the Council will provide buildings.
- Rec 3 – Smaller number of high quality, flexible and accessible buildings. A hub and spoke model.
- Rec 4 – **Avoid 'An asset in search of a purpose'.**
- Rec 5 – **Utilise other organisation's buildings.**
- Rec 6 – Provide strategic and policy clarity when single or multi-use buildings are considered appropriate.
- Rec 7 – Develop differential pricing model for community private and public benefit.
- Rec 8 – Develop standards/service levels for buildings.
- Rec 9 – Information gaps in buildings suitability analysis.
- Rec 10 – Agree on suitability standards.
- Rec 11 – Set and report against performance targets for utilisation.
- Rec 12 – Plan best mix of buildings.
- Rec 13 – **Consider age profile of Council's portfolio in addressing demand.**
- Rec 14 – Provide policy clarity around role in placemaking.
- Rec 15 – Develop common naming convention.

- Rec 16 – Clarify staff roles in identifying demand for building spaces.
- Rec 17 – Communication to staff regarding changes.
- Rec 18 – Set up Steering/working group for the above work.

Work has progressed to determine the best approach to action these recommendations and will be presented to the committee for feedback.

#### Attachments

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#### Report Authorisers

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Strategic Project & Stakeholder Manager

Justin Robbins

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Julie Short

Acting Director Organisational Services & Excellence 8397 7269



**REPORT:**  
**INTERNAL AUDIT – OPTIMISATION**  
**OF COUNCIL BUILDINGS**

**FOR:**  
**CITY OF TEA TREE GULLY**

**March 2021**

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## EXECUTIVE SUMMARY AND RECOMMENDATIONS

### EXECUTIVE SUMMARY

The City of Tea Tree Gully has a significant portfolio of over 160 buildings for community and organisational use, representing an investment of almost \$120m in replacement value.

As part of the Council's program of proactive internal audits to improve performance, Jeff Tate Consulting Pty Ltd was engaged to undertake an advisory service internal audit in relation to the provision of buildings for community use.

For the internal audit, the consultants developed a demand and supply framework, which involved four components:

- Review of demand through quantitative and qualitative considerations to establish nominal standards for building numbers to audit against.
- Identification of buildings owned by the Council and also, within or adjacent to the Council's boundaries, and buildings owned by other bodies.
- In relation to buildings owned by the Council, an assessment in conjunction with key staff of the organisation, of eight suitability factors (facilities provided, floor area, usage, building condition where known, fitness for purpose now and into the future, disability access, car parking, and land or planning restrictions).
- A comparison of supply against demand.

Direct provision of an asset such as a building is not the only role a Council can play in addressing community demand. This report introduces a range of other potential roles that a Council can consciously determine in specific circumstances, from having **no role** at all; to being an **information channel** about facilities provided by others; **advocating** to other governments for the provision of, or access to, particular facilities; **facilitating** provision or access to buildings owned by others; amending its **regulatory** framework to encourage others to provide facilities; or being a **part funder**.

From the audit process 14 findings and 18 recommendations are included in this report. Three additional observations are included regarding matters considered at a high level only outside the full internal audit process.

Key findings relate to:

- Policy and strategy gaps in both demand assessment and, importantly, in the Council's various potential roles in addressing those demands.
- An aging stock of buildings, many of which are not suitable for their current purpose.
- An oversupply of smaller, older, single purpose buildings.
- Low usage rates for many buildings.
- Inconsistency in terminology and information in different parts of the organisation.
- Clarity improvements inside the organisation for identifying demand and managing supply of buildings (whether owned by the Council or by others).
- Potential to improve internal coordination and collaboration.

A risk assessment of the findings, consistent with the Council's enterprise risk management model, is also included in the report. All of the risks are reputational and/or financial. While individually the risks are rated low or medium, if considered together they represent a much higher level of risk, especially in relation to financial risks. We consider that there is potential for significant savings through a different approach to identifying and addressing demand for buildings for community use.

**RECOMMENDATIONS****Recommendation 1**

*Develop and adopt a policy regarding the Council's roles in addressing demand for building spaces and when each potential role is likely to be appropriate.*

**Recommendation 2**

*Develop a strategy (and any required supporting policies) relating to the circumstances when the Council will provide buildings for community or organisational purposes in the short, medium, and longer terms. Include the potential use of buildings owned by others as a first option rather than defaulting to Council ownership and consider the buildings owned by others as potentially complementary to the Council's portfolio of buildings rather than competitors.*

**Recommendation 3**

*Consider investing in a smaller number of better quality, more flexible and accessible buildings. A hub and spoke model where community centres act as the hub with other buildings available for associated uses or hire being the spokes could be considered.*

**Recommendation 4**

*Avoid the dangers of 'an asset in search of a purpose' whereby existing buildings are retained at significant cost beyond their true asset lives and usefulness to the community.*

**Recommendation 5**

*Ensure that buildings and/or services provided by other organisations within the Council area or near the border in adjoining Council areas are considered in addressing community or organisational demand.*

**Recommendation 6**

*Provide strategic and policy clarity about when single or multi-use buildings are considered appropriate.*

**Recommendation 7**

*Develop a pricing policy for the use of Council buildings that provides for differential user pricing for private and public benefit and hybrid situations where there is a combination of private and public benefit.*

**Recommendation 8**

*Consider developing, documenting, and implementing standards for the provision of the various types of buildings. In doing so, consider the relevance of standards identified during this audit and the nominal standards applied.*

**Recommendation 9**

*Resolve the information gaps identified in the buildings suitability analysis.*

**Recommendation 10**

*Formally agree on suitability factors for the current and future supply of Council buildings, considering the factors used for this audit as part of that exercise. Clarify the priority given to each of the suitability factors, especially disability access.*

*Having taken those steps, revisit the suitability analysis to determine the best course of action for the buildings.*

**Recommendation 11**

*Set and report against performance targets for usage rates for sub-categories of Community, Recreation and Sport, and Arts buildings.*

**Recommendation 12**

*Identify the best mix of larger and smaller Council buildings for inclusion in a strategy for addressing demand for building spaces.*

**Recommendation 13**

*Consider the age profile of the Council's portfolio of buildings and their condition in a strategy for addressing demand for building spaces.*

**Recommendation 14**

*Provide policy clarity about expectations of Council buildings in contributing to place making.*

**Recommendation 15**

*Develop and reinforce a common naming convention for Council buildings across the whole organisation.*

**Recommendation 16**

*Clarify staff roles in identifying demand for building spaces and in addressing the demand. In doing so, consider the separation of the two roles while ensuring adequate communication and collaboration between staff involved in those roles.*

**Recommendation 17**

*Ensure that any significant changes in Council policies and strategies arising from this audit are clearly communicated to staff and that staff development opportunities are provided to ensure the policies and strategies are implemented as intended.*

**Recommendation 18**

*Implement a structured approach (such as an ongoing staff working group with clear Terms of Reference and reporting requirements) to ensure input from all relevant staff into strategy and policy development and the identification of demand and supply for significant building decisions. This becomes even more important if there is a communication and understanding gap between the 'demand' staff and the 'supply' staff under the concept in Recommendation 16.*

## 1. INTRODUCTION

Jeff Tate Consulting Pty Ltd was engaged by the City of Tea Tree Gully to undertake an internal audit to assess the optimisation of Council buildings in meeting current and future community and organisational needs.

The project was undertaken by Jeff Tate of Jeff Tate Consulting Pty Ltd in conjunction with Stephanie Hensgen of Planning Futures Pty Ltd and Amanda Goodfellow of Agile Mind.

We acknowledge and thank the staff of the City of Tea Tree Gully involved in the project for their enthusiastic assistance and insights into matters affecting the demand for, and supply of, buildings.

## 2. BACKGROUND

### 2.1. Context

The project was commissioned as part of an ongoing program of proactive internal audits to identify how the Council can improve its performance in specific areas. It was not an assurance type of internal audit but meets the Institute of Internal Auditors Australia definition of consulting (advisory) services:

*Consulting (advisory) services – advisory and related client activities, the nature and scope of which are agreed upon with the client and are intended to add value and improve business operations.<sup>1</sup>*

### 2.2. Building asset portfolio

For clarity, we have used terminology that is commonly associated with asset management to describe the types or uses of buildings. In doing so we recognise that some of the language used is different to what would be used in communities or even parts of the organisation. The key terminology is:

- Asset category – a grouping of building types that broadly describes their main functions.
- Asset sub-category – a grouping of building types with similar, more specific functions within an overall asset category.

The Council has a significant portfolio of 164 buildings for which it regards the current replacement cost to be in the order of \$117.8m (or 1.4 times the Council's total rate revenue for 2020-2021), requiring approximately \$4.27m pa for operation, maintenance, renewal, and upgrades.<sup>2</sup> A breakdown of the building asset categories and sub-categories is shown in Table 1. Note that, given the degree of crossover in the types of uses for Community, Recreation and Sport, and Arts buildings, we included them as sub-categories in a single asset category.

**Table 1 – Numbers of Council buildings by asset category/sub-category and replacement value**

BUILDING ASSET CATEGORIES AND SUB-CATEGORIES	NUMBERS	REPLACEMENT VALUE
<b>ASSET CATEGORY: COMMUNITY, RECREATION AND SPORT, ARTS</b>		
<b>Community focussed sub-categories</b>		
Sub-category: Community facilities (Community Centres, halls, galleries, meeting spaces for hire)	29	\$19.56m
<b>Recreation focussed sub-categories</b>		
Sub-category: Indoor recreation centres	3	\$20.73m
Sub-category: Sporting facilities (clubrooms, officials' buildings)	18	\$17.6m
Sub-category: Aquatic centre	1	\$9.7m

<sup>1</sup> Bruce Turner AM and Andrew Cox, Internal Audit in Australia Second Edition 2020, Institute of Internal Auditors Australia

<sup>2</sup> City of Tea Tree Gully 2020, Buildings Asset Management Plan

BUILDING ASSET CATEGORIES AND SUB-CATEGORIES	NUMBERS	REPLACEMENT VALUE
ASSET CATEGORY: SERVICE DELIVERY		
Sub-category: Civic Centre, depot	2	\$40.52m
ASSET CATEGORY: AMENITIES		
Sub-category: Public toilets	16	\$5.89m
Sub-category: Amenity facilities (toilets, changerooms, canteens)	20	
ASSET CATEGORY: STORAGE		
Sub-category: Storage buildings	75	\$2.72m

### 2.3. Project scope

The original scope of the project brief was very broad and detailed, including:

- Matters relating to current and future use of Council buildings.
- Matters relating to the condition of buildings and future capital, operating and maintenance costs.
- Systemic organisational change in working arrangements to improve integration between service provision and asset planning.

An alternative, staged approach was proposed and accepted whereby the focus of the project would be on the first and third elements being matters relating to current and future use, and systemic organisational changes. Matters of the condition and future costs relating to Council buildings were to be considered at a high level only, relying on information provided by Council staff. More detailed analysis of the condition of buildings and capital and maintenance costs could then be undertaken separately at another time in a more targeted way.

A building asset portfolio is never static and that is the case for the City of Tea Tree Gully. A recent investment in upgrading the depot allowed a number of staff to relocate to that facility, thus reducing the number of staff at the Civic Centre. As a result, the future of the depot was excluded from the internal audit. The Civic Centre and Aquatic Centre are considered to be special cases and were also excluded from the audit.

Other exclusions from the internal audit were storage sheds (due to their varying uses, large numbers but low overall value) and residential properties. In addition, some other types of buildings leased long term for a single purpose (kindergartens and other properties exclusively leased to educational institutions, CFS operations, Guides and Scouts) were only considered at a high level and not subject to the full audit process. Observations about those types of buildings have been included in section 9.

After allowing for exclusions, the building asset sub-categories included in the internal audit are shown in Table 2.

Table 2 – Building asset sub-categories included in internal audit

<b>Asset category: Community, Recreation and Sport, Arts</b>
Sub-category: Community facilities (Community Centres, halls, galleries, meeting spaces for hire) <i>Note that some buildings categorised as Amenity Facilities in the Buildings Asset Management Plan 2020 have been included as Community Facilities as they provide meeting spaces</i>
Sub-category: Indoor recreation centres
Sub-category: Sporting facilities (clubrooms, officials' buildings)
<b>Asset category: Amenities</b>
Sub-category: Public toilets

### 3. METHODOLOGY

The two key elements of the project methodology were project governance and a demand and supply framework.

#### 3.1. Project governance

Project governance for the Council was through a Project Sponsor (Director, Organisational Services and Excellence), Project Officer (Risk and Audit Advisor), and oversight by the Executive Leadership Team. Staff from various parts of the organisation, including Community Development, Recreation and Leisure, and Building Assets were involved at different stages. Information was obtained through documents provided by Council staff, desktop research, and structured staff interviews and workshops (which also shaped the consultants' findings and assessments). That information, supplemented by visits to some of the buildings, was relied upon to undertake the audit.

#### 3.2. Demand and supply framework

To provide clarity for the steps required, a key component of the project was the development and implementation of a demand and supply framework that conceptualised the provision of Council buildings as **supply** to meet community and organisational **demand**. The framework has four elements that can be applied wholly or partly depending on the types of buildings:

1. Review of demand. This involved identifying:
  - quantitative demand standards (standards that are generally accepted and/or used by other organisations; Council policies and plans), and
  - qualitative demand considerations (community expectations where known, staff views; usage data (as one indicator of demand); demographic considerations)
 to establish **nominal standards** to inform the audit.
2. Identification of supply by the Council and by other organisations either within the Council area or close to the boundary in adjoining Council areas.
3. For buildings owned by the Council, assessment of suitability factors with input and advice from Council staff supplemented with inspections of some of the buildings. The suitability factors assessed were:
  - facilities provided
  - floor area
  - usage
  - building condition
  - fit for purpose – now, future
  - disability access
  - car parking
  - land or planning restrictions.

4. Comparison of demand and supply to identify deficits or surpluses in supply, considering:

- suitability factors
- alignment with Council run or supported programs
- usage
- geographic spread.

The framework was applied wholly for Community, Recreation and Sport, Arts buildings and partly for Amenities buildings.

#### 4. DEMAND

A full demand analysis for community facilities is a key component of a strategic approach to their supply. The Community Needs Analysis Toolkit prepared by Community Centres SA (<https://www.communitycentressa.asn.au/documents/item/1597>) provides a six-step process for assessing demand that incorporates:

- Step 1: Who uses the centre
- Step 2: Who lives in the community
- Step 3: Who are the under-represented groups
- Step 4: Conduct local engagement to understand community need
- Step 5: Document feedback from local engagement
- Step 6: Bring the results of the quantitative and qualitative analyses together.

The project scope for the audit did not include undertaking a full demand assessment. Instead, a desk-top review (including aspects of the above six steps) was undertaken to identify gaps and areas for improvement in relation to assessing demand. The desk-top review incorporated the quantitative standards and qualitative considerations of the demand and supply framework shown above from which nominal standards were developed for the audit. These are identified in the following sections.

#### 4.1. Quantitative standards

##### 4.1.1. External sources

Various external sources were identified for quantitative standards, which we defined as those that are generally recognised (eg by professional or industry groups) or used by other bodies (especially Councils). As a general comment, it was easier to identify quantitative standards for some building sub-categories (especially community centres, recreation facilities, community buildings) than others (especially public toilets).

##### 4.1.2. Internal sources

Relevant Council policies and plans were also identified as they can also be seen to set standards in some circumstances.

#### 4.2. Qualitative considerations

##### 4.2.1. Community expectations, staff views

In the absence of hard evidence, working with Council staff to gain an understanding of community expectations was an important aspect of the audit.

##### 4.2.2. Current usage data

Current usage rates are indicators of both demand and supply. In relation to demand, they can indicate the types of services that are in high demand as well as the locations where demand may be higher. An assessment of current usage rates is also a good indicator of success in meeting community needs.

It should be noted that the recorded usage rates have been generated by reviewing hire arrangements. They do not incorporate casual, one-off users, which were not reported upon when the audit was

undertaken. Usage rates are detailed further in this report in the context of supply but are generally low – with some notable exceptions – across the majority of Council’s buildings. It should be noted that Council is currently rolling out a new booking system that will enhance its ability to report on usage rates.

Care should be taken in using current usage rates as an indicator of demand as other factors may influence them rates including the way in which data is collected, the standard of the facility and its location and distribution. Low usage rates could be reflective of a facility not able to meet demand rather than a lack of demand, and this is discussed further in this report as part of the supply review. This impact of Covid-19 should also be considered in this context.

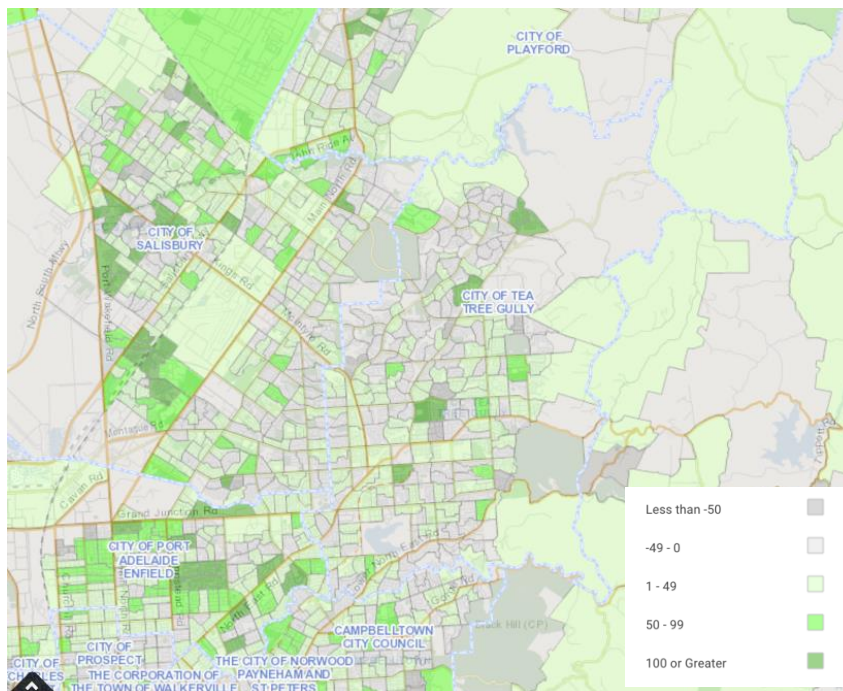
#### 4.2.3. Demographic review

A high-level review of population trends has been undertaken to identify key areas of demand for community services within the City of Tea Tree Gully with a focus on the three key factors influencing demand: population growth, age, and need for assistance.

##### *Population growth*

The Estimated Resident Population for the City of Tea Tree Gully in 2019 was 100,261 – a population density of 10.53 persons per hectare (profile.id). At the time of the 2016 Census of Population and Housing the total population was 97,734, which represents a growth of 1,761 persons (1.8%) over the ten years 2006-2016. Whilst this represents a relatively low population increase when compared to other growth areas across Greater Adelaide, there are areas of higher population growth as indicated in Figure 1. It is notable that key growth areas are located along the spine of Golden Grove Road/key O-Bahn bus routes as well as the eastern edge of the Council’s built up area.

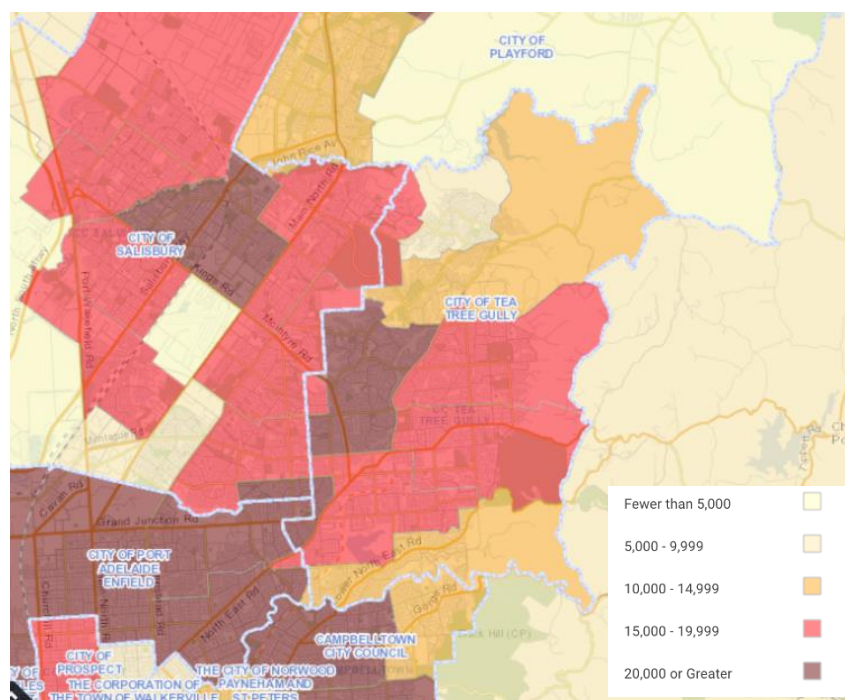
**Figure 1 – Population change 2011-2016 by Statistical Area Level 1**



The Government of South Australia has undertaken population projections to 2036 that indicate where growth is anticipated. For the City of Tea Tree Gully, higher growth areas are focused on the central and central-western areas of the Council as depicted in Figure 2. It should be noted that these population projections are due to be updated.



Figure 2 – Projected population 2036 by Statistical Area Level 2



Source: Location SA Map Viewer, Government of South Australia

### Age

A comparison of population changes between 2011 and 2016 indicates that the City of Tea Tree Gully has experienced a decrease in the numbers of secondary school aged children, young adults and parents and homebuilders and an increase in the young workforce aged 25-34, empty nesters and retirees aged 60-69, seniors aged 70-84, and elderly over 85 years. This trend towards an aging population may increase demand for services tailored to older residents, which are traditionally high users of community services.

### Need for assistance

At the time of the 2016 Census of Population and Housing, 5.0% of the population indicated that they required day-to-day assistance due to a disability, a one per cent increase since 2011. Whilst this is lower than the Greater Adelaide percentage of 5.9%, key areas of increase are children and young children as well as older people aged over 65 years.

### 4.3. Nominal standards for the audit

Through consideration of information gained in relation to quantitative standards and qualitative considerations, we were able to identify nominal demand standards against which we could audit at a high level the supply of buildings in the Council area or nearby. For community, recreation and sport, and the arts we identified two tiers of buildings:

- Tier 1 (or District level) buildings that serve a wide geographic area such as for a region of the Council area and beyond, or the Council area itself, or an aggregation of suburbs
- Tier 2 (or Neighbourhood/Local level) buildings that serve a more localised geographic area.

The identified quantitative standards, nominal standards for the audit, and qualitative considerations are shown in Table 3.

Table 3 – Quantitative and nominal standards used in this audit

	IDENTIFIED STANDARDS FROM RESEARCH	COUNCIL POLICIES AND PLANS	NOMINAL QUANTITATIVE STANDARDS	QUALITATIVE CONSIDERATIONS
<b>Community centres (Tier 1)</b>	CCSA Needs Analysis Tool, Human Services Planning Kit, SEQ Regional Plan Implementation Guidelines, Victorian Growth Areas Authority, South Sydney Council  <i>Multi-purpose community centre 1:20-60,000. Regional Youth Centre 1:10-60,000 or 1 per 3,000 people aged 13-19. Regional Arts Centre 1:20-60,000.</i>	Nil	Three Community Centres	Two Centres may be appropriate if capacity is higher and locations are appropriate to the communities they serve  Demographic trends may not require a standalone Youth Centre. Services can be provided at other centres (recreation or community)
<b>Recreation centres (Tier 1)</b>	Recreation Planning Manual: <i>Regional – services across multiple council areas District/municipal 1-2 per municipality</i>  South Sydney City: <i>1:30-50,000</i>	Tea Tree Gully Open Space Policy  Three Recreation Centres	Three Recreation Centres	Two Centres may be appropriate if capacity is higher and locations are appropriate to community need  Potential to develop combined Arts and Recreation Centres further, which may augment community centres' supply
<b>Community buildings (Tier 2)</b>	SEQ Regional Plan Implementation Guidelines, Victorian Growth Areas Authority, South Sydney Council  <i>Local multipurpose hall/arts and cultural centre/neighbourhood house 1:3,500-20,000 depending on size, catchment and local demand</i>	Tea Tree Gully Precinct Plan, October 2012:  <i>Continue to maintain and promote the use of Council-owned buildings for community groups and residents, including the Tea Tree Gully Institute, Tea Tree Gully Memorial Hall and RSL, and the former Steventon School.</i>	1:10,000 population 12 Community buildings, available for delivery of Council programs and hire (considering future population growth)	Additional community buildings may be appropriate if demand (leased arrangements) exist  Private facilities and adjoining Council facilities are also available, which may increase supply
<b>Sporting facilities (Tier 2)</b>	Various peak body requirements associated with sporting clubs (eg SANFL, NA, TA, FFSA)	Tea Tree Gully Open Space Policy <i>All Regional and District facilities can be expected to include sporting facilities/clubrooms as part of their levels of service</i>	Sporting facilities provided for Regional and District sportsgrounds	Sporting trends and participation rates will affect demand  Some sporting facilities may be better placed into the ownership of the club
<b>Public toilets - general</b>	Part F2, Table F2.3 of the National Construction Code provides direction in relation	Public Toilets Policy <i>The provision of public toilet facilities</i>	Public toilets to be provided by Council in:	Community and staff opinion in relation to provision of public toilets in public areas

	IDENTIFIED STANDARDS FROM RESEARCH	COUNCIL POLICIES AND PLANS	NOMINAL QUANTITATIVE STANDARDS	QUALITATIVE CONSIDERATIONS
	to the provision of toilets for particular land uses  Some Councils have more detailed policies or plans for public toilets, usually associated with strip type shopping and activity precincts	<i>provides a form of infrastructure necessary for the enjoyment of the city by visitors and residents. Council will aim to provide a clean, accessible and safe environment by achieving high standards of hygiene and maintenance.</i>	Sporting facilities and open spaces (see below) High public use areas such as high Streets Civic centres, libraries and community centres Public facilities controlled by Council Regional trails and linear parks	other than open space, sporting or community facilities eg main streets  The provision of non-Council owned public toilets such as those in shopping facilities or service stations may impact on the demand for council owned public toilets
<b>Public toilets – open space</b>	National Construction Code: <i>When determining the appropriate number of toilet facilities for public spaces or particular buildings or structures not classified under the NCC (eg those within parks, gardens and reserves) the authority should take into consideration:</i> <i>&gt; the nature and use of the premises or land concerned</i> <i>&gt; the number (or expected number), gender and needs of associated users, patrons and visitors</i> <i>&gt; the presence, number and accessibility of other public toilets in the vicinity</i> <i>The minimum number of facilities required under the NCC for similar premises or uses can also be used as a guide</i>	Open Space Policy says public toilets to be provided for regional and district level parks  Modbury Heights Precinct Plan 2016 – 2026: <i>Hargrave Reserve - Resolution 27 June 2017 construct toilet plus \$10,000 pa for ongoing maintenance</i> <i>Lot 50 Golden Grove Road - Toilets</i>	Default position of providing public toilets on all sportsgrounds (Regional, district and neighbourhood), regional open space (10km catchment), and district open space (2 to 5km catchment).  Aligns with open space hierarchy under the Council's Open Space Policy	Toilets provided to the public if facilities are provided to the general public beyond the use of the land for a sporting club

## 5. SUPPLY

A detailed analysis of supply by the Council through direct provision of buildings in the Community, Recreation and Sport, Arts category and the sub-category of public toilets in the Amenities category was undertaken for the audit. A separate high-level analysis was undertaken to identify the potential supply of community, recreation and sport, and arts facilities owned by other bodies, either within or just outside the Council boundary.

### 5.1. Community, recreation and sport, arts buildings

Community, recreation and sport, and arts facilities have been identified and considered under three sub-groups:

- Buildings that deliver Council services and programs and/or venues for hire controlled by Council (29)
- Buildings that are owned by Council but are leased long-term and exclusively to a community group not including the exclusions specified elsewhere in this report (22)
- Buildings that are owned by organisations other than Council but provide community services and/or venues for hire.

#### 5.1.1. Buildings controlled by Council

Within the scope of this audit, the Council currently controls 29 buildings that are used to deliver Council services and programs and/or serve as venues for hire:

- Four multi-purpose Community Centres – Jubilee, Greenwith, Holden Hill and Surrey Downs
- Three Recreation Centres – Golden Grove, Burragah and Turramurra (it should be noted that this audit excludes Waterworld)
- Gallery 1855
- Road and Cycle Safety Centre
- 20 halls and smaller venues for hire.

These buildings have been mapped on the following Figure 4 and reviewed for suitability against a number of criteria in Table 4 and Table 5 including services provided, floor area, building condition, fit for purpose, disability access, car parking and land constraints. In relation to the suitability of community, recreation, and arts buildings owned and controlled by Council, the results of this audit are discussed below.

#### *Services provided*

Council programs are run out of six (21%) of the 29 council-controlled buildings – the four Tier 1 Community Centres, and two Tier 1 Recreation Centres (the Golden Grove Recreation and Arts Centre and the Burragah Recreation Centre).

The remaining buildings are focused on providing:

- venue hire for community, sporting and the arts groups either on a casual or recurring basis
- exclusive and long-term hire arrangements to groups and/or businesses
- joint use agreements with schools (this also includes Golden Grove Recreation and Arts Centre).

Three matters of note came from consideration of the services provided at the buildings, which are included in our findings in section 7.

The first is that there is a small number of exclusive and long-term hire arrangements to single use sporting groups. We understand that these hire arrangements are being transitioned to long term leases as is the case with other similar facilities.

Secondly, hire arrangements are used for groups that could be regarded as businesses as opposed to community groups. The same question arises as to whether such uses should be subject to a lease rather than a long-term hire agreement. An associated question is whether use of Council buildings by businesses should attract a more commercial rate compared to community groups that tend to be not-for-profit.

The third point is that we found significant variances in nomenclature between the asset register, the Council's website, and everyday staff use which made it difficult to reconcile information. One example is the Memorial Hall, which is also known as the Tea Tree Gully Community Building, the Tea Tree Gully Community Hall and the RSL Clubrooms.

#### **Floor area**

Generally, the audit found that the City of Tea Tree Gully has a large number of relatively small buildings, sometimes clustered together in groups of six or more buildings in one complex. Floor areas vary from the very small amenities buildings designed to service single sporting clubs to the larger Civic Centre/library.

Of particular note is that all four Tier 1 community centres are of a size that makes it difficult for them to function as multi-purpose community focal points for district-regional level populations. Their floor areas range from 787m<sup>2</sup> (Greenwith) to 581m<sup>2</sup> (Jubilee), 434m<sup>2</sup> (Holden Hill) and 378m<sup>2</sup> (Surrey Downs) and whilst together the floor areas could potentially meet overall demand, their individual small sizes and design are considered limiting in the context of the full range of spaces expected of community centres that could include (but not be limited to):

- A hub for community groups and leadership functions
- Facilities for internet use and business use
- Library and research facilities
- Arts and crafts
- Spaces for conferences and meetings
- Community hall area for gatherings
- Communal kitchen spaces
- Performing arts spaces.

#### **Usage rates**

Usage rates have been calculated with advice from Council staff based on hire agreements. It should be noted that casual bookings were not integrated into the analysis due to the capabilities of the booking process, which is expected to improve with the implementation of a new system. Notwithstanding the limitations of the systems currently in place, it is noted that Council buildings – with some notable exceptions – have low usage rates.

Whilst a target usage standard of 75% has been identified by the *Buildings Asset Management Plan 2020* this appears to be arbitrary and does not distinguish between higher level community centres that have a significant focus on council-provided services and other community facilities that may be more focused on meeting the needs of external service providers and casual bookings.

As discussed previously, low usage rates can be reflective of a facility not able to meet demand rather than a lack of demand. The following supply factors are likely to have an impact on current usage rates independent of the level of demand:

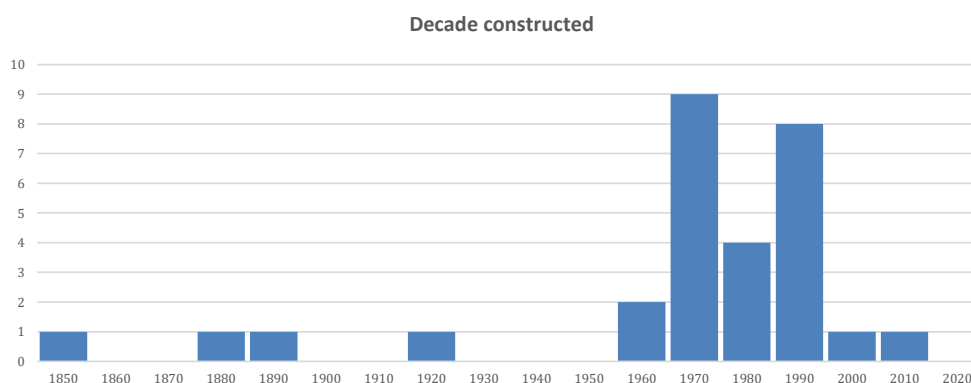
- Adaptability over time – as a community's needs change over time, a building that is not adaptable may not be able to offer appropriate services
- Levels of comfort – if a building cannot meet the community's comfort needs including atmosphere, heating and cooling, and basic amenities, usage rates may be low notwithstanding latent demand

- Design of facility – if the design of a building does not meet the needs of the user, usage rates may be low regardless of demand
- Access – if access is difficult, disability access is not provided, car parking is lacking or buildings are not located close to public transport, usage rates can be reduced
- Location – if the location of the building (and the services it provides) does not match community demand and users have to travel too far, this may reflect in usage rates.

#### **Building condition**

Building condition has been determined via a review of the asset register, which assigns the majority of buildings as 3/5. A small number of buildings are rated at 4/5. There are no community buildings that are rated higher than a 3/5, which is indicative of the age of the building stock across the City. Figure 1 below shows graphically how many buildings were constructed in each decade and it is clear that a significant number of buildings were constructed 40-50 years ago.

**Figure 3 – Age of Community, recreation and arts buildings owned and controlled by Council**



#### **Fit for purpose**

Fit for purpose factors were considered and recorded by staff for the purposes of this audit and indicate that a large number of buildings are considered unfit to meet the needs of Council and its community due to access, age and condition of building, building size and design, and location. In some cases, Council staff indicated that buildings could be made fit for purpose with improvements and modifications but there were no buildings that were considered perfectly fit for their purpose.

The large majority of buildings owned by the Council are single-purpose in their design, layout, or facilities they provide. It could be argued that only Jubilee Community Centre and Golden Grove Recreation and Arts Centre truly provide multi-functional spaces able to meet the needs of the community and Council programs. Importantly, some buildings may not be able to be made fit for purpose because of their location, age, design, or land restrictions.

#### **Disability access**

Staff provided information about disability access and compliance. Some disability compliance auditing has been undertaken but this audit has found some gaps in knowledge. A large number of Council's buildings are currently non-compliant, particularly older buildings and particularly in relation to gaining access into the building itself.

#### **Car parking**

Car parking was reviewed using site inspections and advice from Council staff and it was found that whilst most buildings currently had adequate car parking, there were some that were strained (Golden

Grove Recreation and Arts Centre), inadequate to meet need, or had poor accessibility. Car parking issues were more likely to impact on the four Community Centres or larger Recreation Centres.

***Land constraints***

Land and planning restrictions predominately related to heritage listing, the proximity of vegetation that might restrict the ability to expand, or land locked situations that again limit expansion opportunities.



Figure 4 Supply – Council-controlled community, recreation, sports and the arts facilities

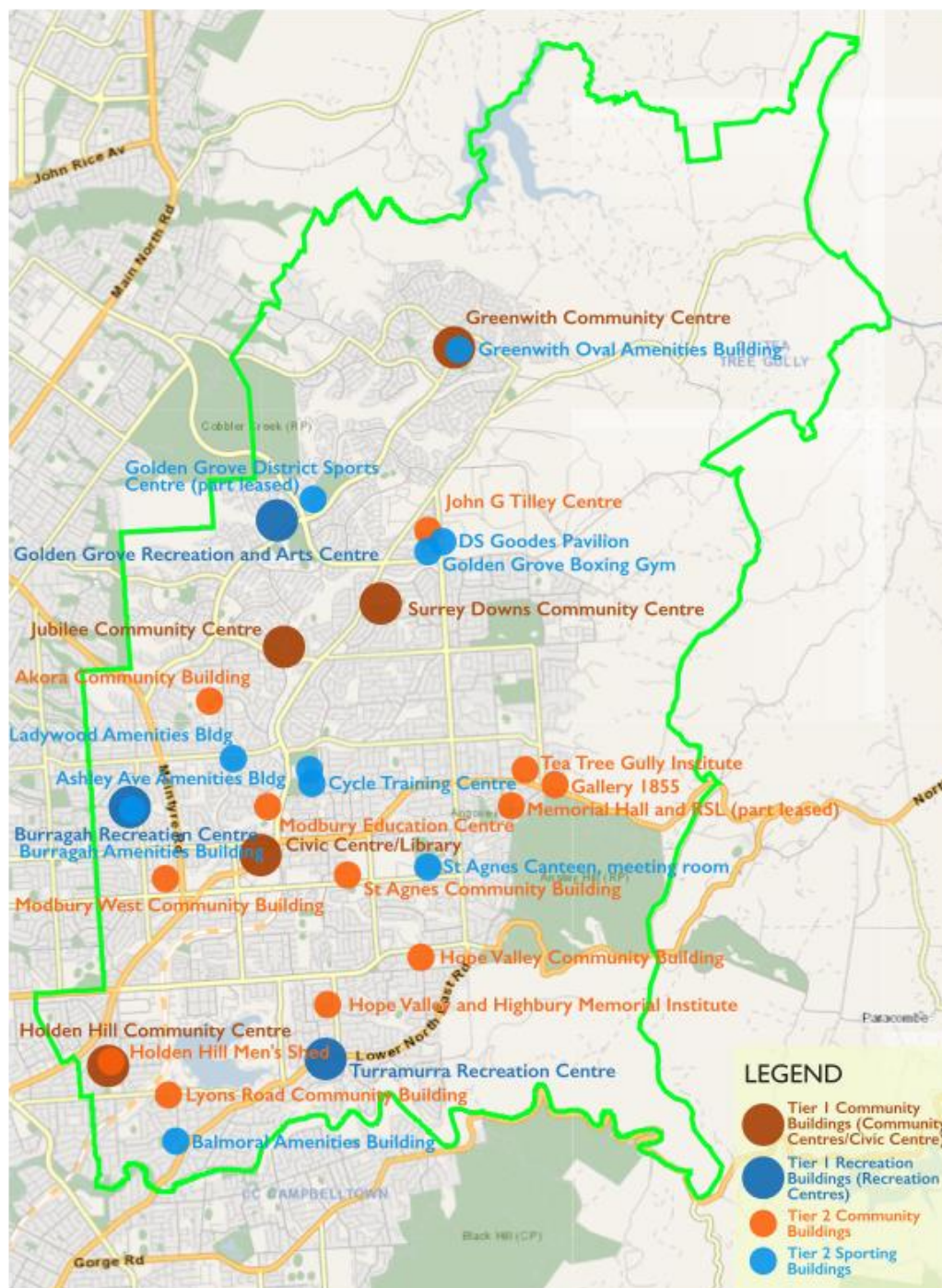




Table 4 – Suitability of current supply of tier 1 community facilities (community centres and recreation centres)

	SERVICES PROVIDED	FLOOR AREA	USAGE	BUILDING CONDITION	FIT FOR PURPOSE	DISABILITY ACCESS	CAR PARKING	LAND/PLANNING RESTRICTIONS
<b>Jubilee community centre</b> (two buildings)	Council programs	389m <sup>2</sup> 192m <sup>2</sup>	68% Peak 70% Off-peak	1986/1991 Rating 3	✗ Storage and design constraints ✓ Could meet needs with improvements	Not known	✓ Adequate	✓ Potential for expansion
<b>Greenwith Community Centre</b>	Council programs Joint Use Agreement with adjoining school	787m <sup>2</sup>	40% Peak 69% Off-peak Schools have exclusive day-time use	1994 Rating 3	✗ Design constraints	Not known	✗ Accessibility Limited, public use constraints due to school policies	✗ Location constraints (part of school complex)
<b>Holden Hill Community Centre</b>	Council programs	434m <sup>2</sup>	63% Peak 60% Off-peak	1980 Rating 3	✗ Design and size constraints	✗ not compliant	✗ Limited	✗ Land constraints
<b>Surrey Downs Community Centre</b>	Council programs	378m <sup>2</sup>	31% Peak 40% Off-peak	1991 Rating 3	✗ Size and design constraints	Not known	✗ Limited	✗ Land and location constraints
<b>Golden Grove Recreation and Arts Centre</b>	Joint use agreement with schools Venue for hire Council programs	6,615m <sup>2</sup>	91%	1993 Rating 3	✗ At full capacity ✓ Internal condition good ✓ Could meet needs with improvements	✗ not compliant, access into building, toilets and internal ramp an issue	✗ Inadequate	✗ Land locked, no capacity for expansion, school demand high
<b>Burrageh Recreation Centre</b>	Venue for hire Council programs	1,126m <sup>2</sup>	70%	1978 Rating 3	✗ Single court, predominately a venue for hire, low use change rooms ✓ Could meet needs with improvements	Not known	✓ Adequate	✓ Potential for expansion (adjoining community land)

	SERVICES PROVIDED	FLOOR AREA	USAGE	BUILDING CONDITION	FIT FOR PURPOSE	DISABILITY ACCESS	CAR PARKING	LAND/PLANNING RESTRICTIONS
<b>Turramurra Recreation Centre</b>	Venue for hire	2,351m <sup>2</sup>	58%	1978 Rating 3	✗ not compliant for level of competition required, not fit for purpose	Not known	✓ Adequate	✓ Potential for expansion

Table 5 – Suitability of current supply of tier 2 community facilities (community facilities other than community centres and recreation centres)

	SERVICES PROVIDED	FLOOR AREA	USAGE	BUILDING CONDITION	FIT FOR PURPOSE	DISABILITY ACCESS	CAR PARKING	LAND/PLANNING RESTRICTIONS
<b>COMMUNITY</b>								
<b>Akora Community Facility</b>	Venue for hire	116m <sup>2</sup>	9% Peak 0% Off-peak	1978 Rating: na	✗ does not meet Council's needs	✗ not compliant	✓ Adequate for current low use	✗ limited opportunity for expansion
<b>Gallery 1855</b>	Venue for hire (art gallery)	250m <sup>2</sup>	Not known	1855 Rating: 3	✗ does not meet Council's needs, Council resolution to open up to public use	Not known	✓ Adequate	Heritage listed, owned by Government
<b>Old Hope Valley School</b>	Exclusive use – Dance school	216m <sup>2</sup>	Exclusively hired – long term (Dance School)	1881 Rating 4	Not known	Not known	✓ Adequate	Heritage listed
<b>Holden Hill Men's Shed</b>	Exclusive use – men's shed	83m <sup>2</sup>	Exclusive use – men's shed	2014 Rating: Na	Not known	Not known	✓ Adequate	Attached to Bentley Reserve public toilets
<b>Hope Valley Community Building</b>	Exclusive use – Dance school	123m <sup>2</sup>	Exclusively hired – long term (Dance School)	1978 Rating 4	Not known	Not known	✗ Limited	✗ limited opportunity for expansion (adjoining buildings and vegetation)

	SERVICES PROVIDED	FLOOR AREA	USAGE	BUILDING CONDITION	FIT FOR PURPOSE	DISABILITY ACCESS	CAR PARKING	LAND/PLANNING RESTRICTIONS
<b>Hope Valley Institute</b>	Venue for hire (part of sporting hub)	301m <sup>2</sup>	40% Peak 0% Off-peak	1921 Rating: 3	✗ No heating or cooling ✓ Could meet needs with improvements	✗ not compliant	✓ Adequate	Heritage listed
<b>Lyons Road Community building</b>	Venue for hire Community garden	176m <sup>2</sup>	23% Peak 69% Off-peak	1991 (1979 log cabin demolished and rebuilt in 1991) Rating: 3	✗ does not meet Council needs	Not known	✓ Adequate	✓ Potential for expansion/ replacement
<b>Modbury Education Centre</b>	Exclusively hired – long term (U3A)	1,160m <sup>2</sup>	Exclusively hired – long term (U3A)	1962 Rating: 3	✗ does not meet Council needs	Not known	✓ Adequate	Ten years remaining on current agreement
<b>Modbury West Community Building</b>	Hired to scouts with some limited venue for hire availability	Not known	Not known	Not known	✗ does not meet Council needs	Not known	✓ Adequate	✓ Potential for expansion
<b>St Agnes Community building</b>	Venue for hire	200m <sup>2</sup>	20% Peak 10% Off-peak	1986 Rating: 3	✗ does not meet Council needs	Not known	✓ Adequate	✓ Potential for expansion ✗ vegetation could be a constraint
<b>Tea Tree Gully RSL and Community Hall</b>	Venue for hire Partially leased to RSL	580m <sup>2</sup>	28% Peak 8% Off-peak	1964 Rating: 3	✗ does not meet Council needs ✓ Could meet needs with improvements	Not known	✓ Adequate	✗ significant investment required to improve
<b>Tea Tree Gully Institute</b>	Venue for hire	251m <sup>2</sup>	45% Peak 16% Off-peak	1896 Rating: 3	✗ no heating or cooling	✗ not compliant	✓ Adequate but informal	Heritage listed ✗ Some site size limitations

	SERVICES PROVIDED	FLOOR AREA	USAGE	BUILDING CONDITION	FIT FOR PURPOSE	DISABILITY ACCESS	CAR PARKING	LAND/PLANNING RESTRICTIONS
					✓ Could meet needs with improvements			
<b>RECREATION</b>								
<b>Ashley Avenue Amenities building</b>	Venue for hire (sporting)	204m <sup>2</sup>	38% Peak (tennis club) 5% Off-peak	1975 Rating: 3	✗ not fit for purpose for sporting club use (predominant hirer)  ✗ does not meet Council's needs	Not known	✓ Adequate	✓ Potential for expansion
<b>Balmoral Reserve Amenities building</b>	Venue for hire (sporting)	66m <sup>2</sup>	Not known	1975 Rating: 3	Not known	Not known	✓ Adequate	✓ Potential for expansion
<b>Burragah Amenities building</b>	Venue for hire (sporting)	149m <sup>2</sup>	Not known	1994 Rating: 3	Not known	Not known	✓ Adequate	✓ Potential for expansion
<b>DS Goodes Pavillion</b>	Venue for hire (sporting hub)	647m <sup>2</sup>	35% Peak 34% Off-peak	1997 Rating: 3	Not known	Not known	✓ Adequate	Subject to separate Master Plan (Tilley Reserve)
<b>Golden Grove Boxing Gym</b>	Exclusive use – Boxing Gym	232m <sup>2</sup>	Not known	1977 Rating: 3	Not known	Not known	✓ Adequate	Subject to separate Master Plan (Tilley Reserve)
<b>Golden Grove District Sports Centre</b>	Part leased (netball), part Council controlled	243m <sup>2</sup>	Part leased	1995 Rating: 3	Not known	Not known	✓ Adequate	
<b>Greenwith Oval Amenities building</b>	Venue for hire (sporting hub)	160m <sup>2</sup>	Not known	2003 Rating: 3	Not known	Not known	✓ Adequate	✓ Potential for expansion
<b>John G Tilley Centre</b>	Venue for hire (sporting hub)	576m <sup>2</sup>	32% Peak 88% Off-peak	1985 Rating: 3	Not known	Not known	✓ Adequate	Subject to separate Master Plan (Tilley Reserve)

	SERVICES PROVIDED	FLOOR AREA	USAGE	BUILDING CONDITION	FIT FOR PURPOSE	DISABILITY ACCESS	CAR PARKING	LAND/PLANNING RESTRICTIONS
<b>Ladywood Reserve Amenities building</b>	Venue for hire (soccer)	216m <sup>2</sup>	Not known	1979 Rating: 3	Not known	Not known	✗ None	✓ Potential for expansion
<b>Road and Cycle Safety Centre</b>	Exclusive use – Road and Cycle Centre program	88m <sup>2</sup>	Exclusive use – Road and Cycle Centre program	1978 Rating: 3	✓ Meets needs of program	Not known	✗ Limited	✓ Potential for expansion
<b>St Agnes BMX Track Facilities</b>	Venue for hire (sporting)	36m <sup>2</sup>	Exclusively hired to BMX club	2003 (transportable) Rating: 3	Not known	Not known	✓ Adequate informal	✓ Potential for expansion

**5.1.2. Buildings owned by Council but subject to long-term exclusive lease arrangements**

In addition to those buildings owned and controlled by Council, there are a total of 23 community and recreational buildings that are subject to long-term lease arrangements, either to sporting clubs, social clubs, or private businesses. These are listed below in Table 6. It is important to note that this list does not include those buildings leased to scout and guides, residential tenants, kindergartens, or emergency services as these were specified exclusions to this audit.

Whilst this report does not include a suitability audit for these buildings as for Council-controlled buildings, they nevertheless comprise an important part of the overall community, recreation, and arts facilities portfolio and should be considered as part of any future strategic planning.

**Table 6 – List of buildings owned by Council subject to long-term exclusive lease arrangements**

<b>Community (Tier 2)</b>	<b>Sporting (Tier 2)</b>
Old Tea Tree Gully Primary School	Tea Tree Gully Tennis Clubrooms
Tea Tree Players Theatre and Workshop	Tea Tree Gully Gym Sports
Crouch Road Workshop and Theatre buildings	Modbury Bowling Clubrooms
Memorial Hall and RSL (part)	Tea Tree Gully Motor Cross Meeting and Officials room
Old Hope Valley Primary School	Pegasus Pony Clubrooms
Tea Tree Gully Senior Citizens Clubrooms	Hope Valley Bowling Clubrooms
<b>Sporting (Tier 1)</b>	Golden Grove District Sports Centre (part)
Golden Grove Football Club	Banksia Park Athletics Centre
North East Hockey Clubrooms	Tea Tree Gully Croquet Club
Modbury Vista Soccer Club	
Modbury Sports and Community Clubrooms	
Modbury Soccer Clubrooms	
Tea Tree Gully Sportsmans Clubrooms	
Hope Valley Sporting Clubrooms	

Figure 5 – Council owned community, recreation and sporting facilities subject to long-term lease arrangements



### 5.1.3. Buildings owned by others

Buildings owned and controlled by others (excluding privately owned buildings), within Tea Tree Gully or close to the border within neighbouring Council areas, were also considered by this audit's review of supply where those facilities provide community programs and/or venues for hire similar to those that Council would provide. In considering the provision of services to the community of Tea Tree Gully there may be potential to consider these buildings as part of the overall approach to providing community spaces via shared use agreements, formal leasing and sub-leasing, redirection of users, or other mechanism.

A high-level analysis of these buildings was undertaken for the purposes of this audit, involving desktop research and information provided by Council staff. From a longer list of buildings, those listed below in Table 87 and Table 8 were identified as indicative of the types of buildings that may be worthy of further consideration for their potential to contribute to supply. This is not an exhaustive list and other buildings, including those privately owned, could also be considered.

Of importance to this audit is the significant number of buildings owned by others and located both within and just outside of the City of Tea Tree Gully. These buildings may have capacity either as a venue for hire, running of council programs or joint use agreements with adjoining Councils or other providers. The availability of these buildings should be considered in any strategic planning for the provision of community and recreation services.

**Table 7 – List of buildings owned by others within the City of Tea Tree Gully**

<b>Dernancourt</b>	<b>Modbury North</b>
Dernancourt Uniting Church	Campania Sports Club Modbury North
<b>Fairview Park</b>	Clovercrest Baptist Church
Fairview Park Primary School	Pathway Community Centre
<b>Golden Grove</b>	Modbury High School
Gleeson College	Modbury Sports & Community Club
Pedare Christian College	Modbury Uniting Church
Pinnacle College	<b>Modbury West</b>
Golden Grove High School	Modbury West School Gym
Golden Grove Lutheran Fellowship Centre	<b>Redwood Park</b>
Golden Grove Lutheran Primary School	Redwood Park Primary School
Golden Grove Primary School	<b>Ridgehaven</b>
Golden Grove Salvation Army	Ridgehaven Primary School
Golden Grove Scout Group	<b>St Agnes</b>
Golden Grove Uniting Church	Bene Italian Village
<b>Greenwith</b>	St Agnes Primary School
Greenwith Primary School	<b>Tea Tree Gully</b>
Our Lady of Hope School	Salvation Army Tea Tree Gully
<b>Highbury</b>	Tea Tree Gully Anglican Church
Highbury Primary School	Tea Tree Gully Christadelphian Hall
<b>Holden Hill</b>	Tea Tree Gully Golf Club
Kildare College	Tea Tree Gully Heritage Museum
<b>Hope Valley</b>	Tea Tree Gully Lodge
Torrens Valley Christian Centre	Tea Tree Gully Primary School
Torrens Valley Christian School	Tea Tree Gully Salvation Army Centre
	Tea Tree Gully Uniting Church
	Saint David's Parish School



LHI Retirement Village	<b>Wynn Vale</b>
<b>Modbury Heights</b>	Wynn Vale School
East Para Primary School	King's Baptist Grammar School
The Heights R-12 School	Keithcot Farm Primary School
<b>Modbury</b>	St Francis Xavier's Regional Catholic School
St John XXIII Church Modbury	
St Luke's Anglican Church	

Table 8 – List of buildings owned by others just outside the City of Tea Tree Gully

<b>Broadview</b>	<b>Para Vista</b>
Broadview Football Club	Para Vista Uniting Church
<b>Gilles Plains</b>	Prescott Primary Northern
St Paul's College	Valley View Secondary School
<b>Greenacres</b>	Northside Baptist Church
St Martin's Catholic Church	<b>Para Hills West</b>
St Martin's Catholic Primary School	Para Hills West Primary School
<b>Hillcrest</b>	Holy Trinity Catholic Church
Scouts SA Hillcrest	Para Hills School
Hillcrest Community Centre	Para Hills Seniors Centre
<b>Ingle Farm</b>	Para Hills Uniting Church
Ingle Farm Recreation Centre	Scouts SA Northbridge Para Vista
<b>Lights View</b>	<b>Salisbury</b>
Rise Church	Action Indoor Sports Centre
<b>Oakden</b>	St Dimitrious Greek Orthodox Parish of Salisbury
Salvation Army Oakden	<b>Salisbury East</b>
<b>Paradise</b>	Church of Christ Salisbury East
St Martin's Anglican Church Paradise	Salisbury East High School
Good Shepherd Lutheran School	Salisbury East Neighbourhood Centre
<b>Para Hills</b>	Scouts SA Manor Farm
Para Hills Bowling Club	Shree Swaminarayan Temple
Para Hills Community Centre	Tyndale Christian School
Para Hills Community Club	<b>Windsor Gardens</b>
Para Hills Football and Sports Club The Paddocks	Beefacres Community Hall
Para Hills Library Complex	

## 5.2. Amenities – public toilets, canteens, change facilities

There are a total of 34 public toilets provided across the city either as standalone toilet blocks, or associated with change rooms, small sporting facilities or canteens. The location of these public toilets is presented in Figure 6.

Ten of the 34 public toilets are leased out to sporting clubs:

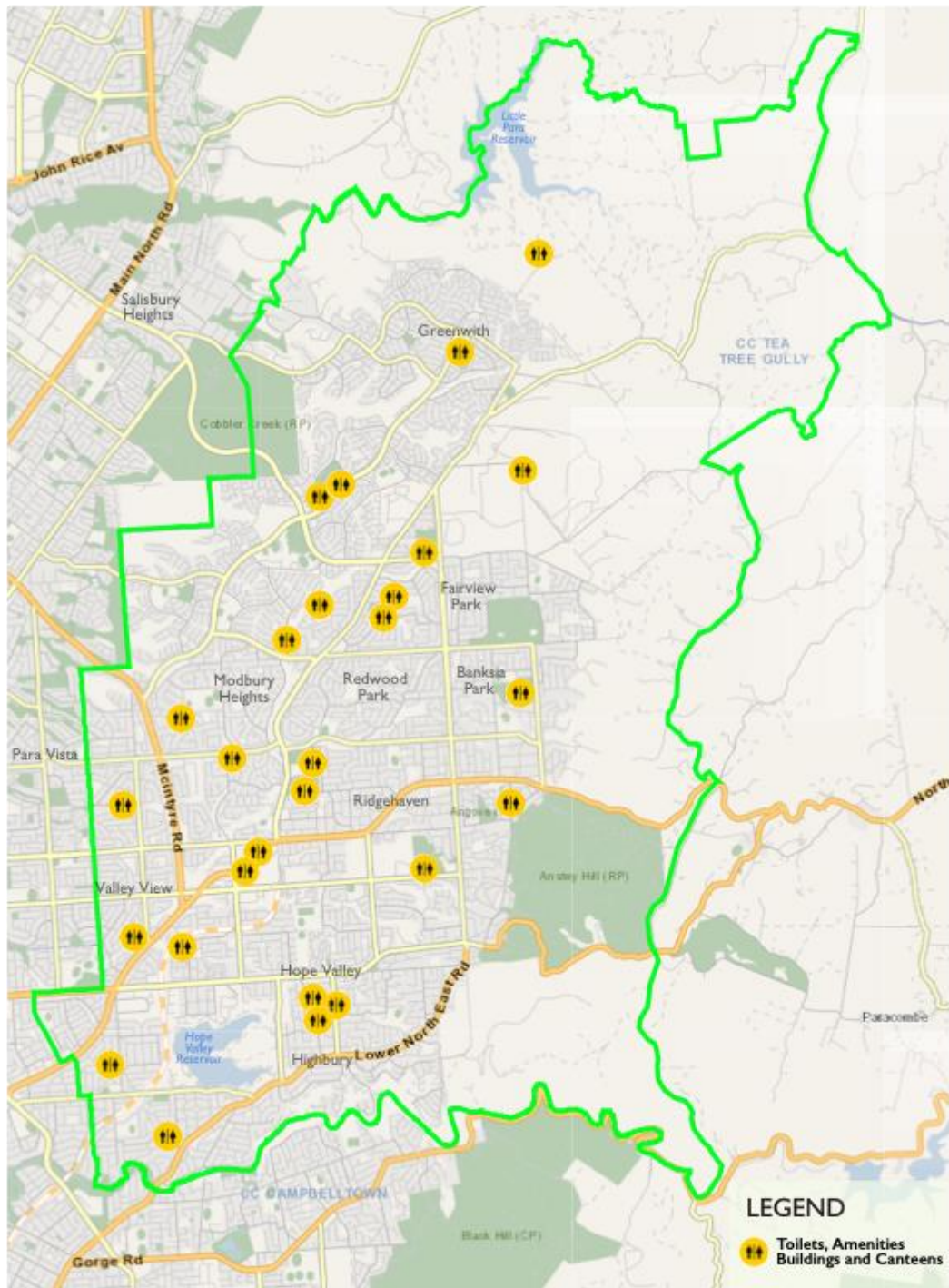
- As a standalone toilet (4)
- As part of an amenities building (3)
- As part of a changing room facility (2)
- As part of a leased canteen facility (1).

Whilst the Open Space Policy does refer to service standards for Regional and District level open spaces and the provision of toilet facilities, there is not necessarily alignment between the policy and their on-ground location.

The provision of public toilets outside of open spaces is not managed via the Policy and provision is historic and/or in response to public requests. A more strategic approach that aligns demand and supply would benefit the Council and users.

Public toilet facilities are also provided at sports grounds, sporting facilities, community centres, libraries, and the civic centre and are generally available for use during open hours and sometimes outside of normal hours of operation.

Figure 6 – Amenities (public toilets, amenities buildings and canteens)



## 6. COMPARISON OF DEMAND AND SUPPLY

A comparison between the current demand and supply was undertaken at a high level for Community, Recreation and Sport, and Arts buildings to help identify key findings. Table 9 below presents an overview of the outcomes.

Table 9 – Table of demand and supply – key findings

FACILITY TYPE	NOMINAL DEMAND	SUPPLY - COUNCIL			POTENTIAL SUPPLY BY OTHERS
		CURRENT NUMBER	GEOGRAPHIC DISTRIBUTION	SUITABILITY FOR FUTURE PLANNING	
TIER 1 FACILITIES					
Council-controlled Community Centres	3	4	Two central buildings located in close proximity	Low = 0 Medium = 3 (Holden Hill, Greenwith, Surrey Downs) High = 1 (Jubilee)	Neighbouring Council Community facilities exist to the west and south west
Council-controlled recreation Centres	1 high and 2 medium capacity	3*	Located to the western edges of the City	Low = 1 (Turramurra) Medium = 1 (Burragah) High = 1 (Golden Grove)	Neighbouring Council Recreation facilities exist to the west and south west
Leased Sporting Facilities	In response to demand and associated with established clubs	7	North = 1 Central = 5 South = 1	Not available	Neighbouring Council sporting clubrooms exist to the west and south west
TIER 2 FACILITIES					
Community Facilities	10 (ideally 2 in the north, 3 in the central and 4 in the southern area to match population density)	12	North = 0 Central = 7 South = 5	Low = 4 Medium = 3 High = 0 Unknown = 5	Neighbouring Council Community facilities exist to the west and south west. A large number of private buildings also exist that offer rooms for hire
Leased community facilities		6	North = 1 Central = 4 South = 1	Not available	
Council-controlled sporting facilities	9 As per Open Space Policy (All regional and district sportsgrounds can be expected to provide clubrooms as a key level of service)	11	North = 2 Central = 7 South = 1	Low = 1 Medium = 0 High = 1 Unknown = 9	Some sporting facilities may be more appropriately owned by sporting clubs or shared with other clubs
Leased sporting facilities		9	North = 3 Central = 4 South = 2	Not available	

\* this figure does not include Waterworld, which is an exclusion to this audit

As noted above, two key points from the comparison table are:

- the high numbers of some buildings when compared to the nominal standards adopted for the audit
- geographic distribution of buildings.

Whilst this report is an audit rather than a strategy, a high-level review of supply and demand as it relates to geographic distribution of Council buildings was undertaken across the northern, central and southern areas taking into account their relative populations:

- North (Greenwith and Golden Grove) – 19,330 people, or 21% of the City's population
- Central (Modbury Heights and Redwood Park) – 34,952, or 37% of the City's population
- South (St Agnes, Ridgehaven, Hope Valley, Modbury, Highbury and Dernancourt) – 39,330, or 42% of the City's population.

This review of geographic spread has indicated that:

- For Tier 1 Community Centres, geographic spread is broadly appropriate to the populations they serve. However, the spread of programs from each of these buildings is focused on the central area. Just 5% of programs are run out of the northern area, 49% run from the two buildings located in the central area, and 27% are run out of the south.
- For Tier 1 Recreation Centres, facilities are again well spread geographically but the capacity of buildings in the central area is again considerably higher than for the north or the south
- For Tier 2 community facilities controlled by Council, there are none located in the northern area, and all are concentrated in the central and southern areas
- For Tier 2 recreation facilities controlled by Council, there are two buildings (one partially leased) in the northern area, and one located in the southern area, with the remainder concentrated in the central area.

In the Amenities category, public toilet locations do not necessarily align with the service levels contained in the Open Space Policy.

## 7. COUNCIL ROLES

A Council can play numerous roles in addressing demand for buildings. Table 10 sets out the types of roles and how those roles might be applied in addressing community demand for buildings.

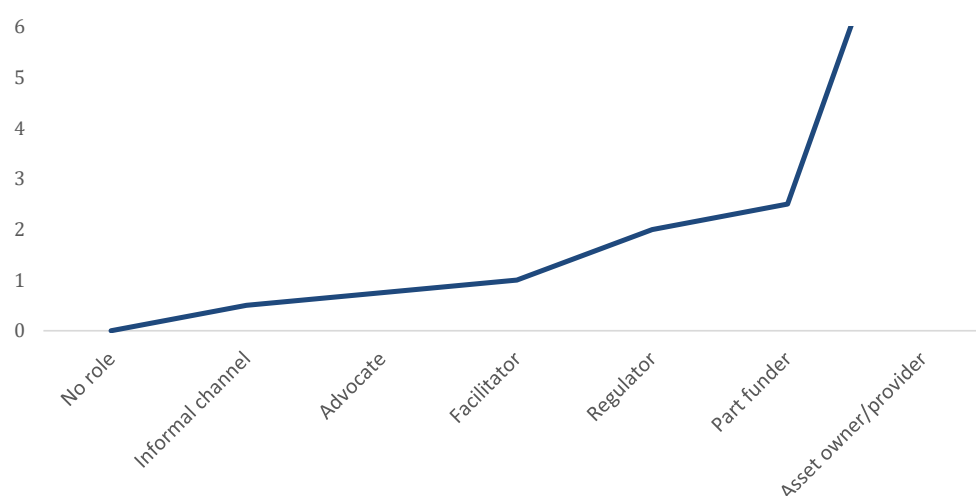
**Table 10: Potential Council roles and how applied in addressing demand**

ROLE	POTENTIAL APPLICATION IN RELATION TO ADDRESSING DEMAND FOR FACILITIES	EXAMPLES
No role	The Council could determine it has no role to play in addressing demand	For an activity that is already adequately catered for in or close to the Council area
Information channel	In this case the Council could channel information through its communication arrangements about facilities provided by others either within or accessible to the Tea Tree Gully Council area	Providing lists on the Council website of facilities owned or operated by community groups, the private sector, or neighbouring Councils
Advocate	The Council may advocate, especially to other governments, for community access to facilities or activities	Pursuing after-hours access to school or other government buildings
Facilitator	Bringing people together to better match demand and supply	Taking the advocacy example above a step further, the Council could bring parties together to identify suitable arrangements to enable access to buildings
Regulator	Identifying regulatory changes that would enable or encourage the provision of facilities by others	A change in land use Planning policy to allow others to develop facilities

ROLE	POTENTIAL APPLICATION IN RELATION TO ADDRESSING DEMAND FOR FACILITIES	EXAMPLES
Part funder	Share cost with others	Booking a building owned by another party for a fixed number of hours per week and hiring out to users
Asset owner/provider	Providing buildings for community use	The Council provides a large number of buildings for community use

As a generalisation, the costs involved for a Council tend to increase as the response moves from lower levels of commitment (no role, information channel) to the highest level of commitment (asset owner/provider). This is shown conceptually in the Figure below.

Figure 7 – Conceptual increases in costs as Council roles change



## 8. FINDINGS AND RECOMMENDATIONS

Our findings, risk assessments, and recommendations from the audit process are shown below. For convenience they have been placed in four groups:

- Strategy and policy
- Demand considerations
- Supply considerations
- Administrative arrangements.

The risk assessments were prepared to be consistent with the Council's enterprise risk management model. The types of risks identified are reputational and financial. Individually, the impacts of the risks were rated either low or medium. However, taken together they represent a significant financial risk, in particular, for the Council. Taking a different approach to addressing the supply of buildings to meet community and organisational demand also has the potential to provide significant savings for the Council.

FINDING	TYPE OF RISK	RISK RATING	RECOMMENDED ACTION
<b>STRATEGY AND POLICY</b>			
<b>SP1. Policy to drive Council's role in addressing demand</b> We found a policy gap in relation to the various roles that the Council could play in addressing community demand for spaces to allow particular activities to take place. The lack of clear policy direction potentially raises the prospect of the Council being seen as the provider of buildings to meet any aspect of community demand, even when then there may be adequate supply provided by others.	<b>Reputational</b> – the lack of a clear policy about the Council's roles in addressing demand may: <ul style="list-style-type: none"> <li>lead to ad-hoc, inconsistent decision making</li> <li>attract adverse publicity about fairness and/or inappropriate expenditure</li> </ul>	Medium	<b>Recommendation 1</b> Develop and adopt a policy regarding the Council's roles in addressing demand for building spaces and when each potential role is likely to be appropriate.
	<b>Financial</b> – without a clear policy Council funds may be wasted through choosing an expensive option when a less expensive option would be adequate	Medium	
<b>SP2. Strategy to drive supply</b> There is no overarching strategy for the provision and/or retention of Council buildings and no direct policy that sets out the circumstances when and where the Council will provide buildings for community or organisational purposes. It appears that, to a large extent, buildings have been provided for purposes and in locations that are more related to historic reasons than strategies or policies.	<b>Reputational</b> – without a clear strategy, buildings may not meet community or organisational needs or demands	Medium	<b>Recommendation 2</b> Develop a strategy (and any required supporting policies) relating to the circumstances when the Council will provide buildings for community or organisational purposes in the short, medium, and longer terms. Include the potential use of buildings owned by others as a first option rather than defaulting to Council ownership and consider the buildings owned by others as potentially complementary to the Council's portfolio of buildings rather than competitors. <b>Recommendation 3</b> Consider investing in a smaller number of better quality, more flexible and accessible buildings. A hub and spoke model where community centres act as the hub with other buildings available for associated uses or hire being the spokes could be considered. <b>Recommendation 4</b> Avoid the dangers of 'an asset in search of a purpose' whereby existing buildings are retained at significant cost beyond their true asset lives and usefulness to the community.
	<b>Financial</b> – Council funds may be wasted through: <ul style="list-style-type: none"> <li>confusion, excessive levels of investigation and poor use of staff and consultants' time when assessments are being made to inform supply decisions</li> <li>building and/or retaining and maintaining buildings that are not fit for purpose or are poorly utilised</li> <li>investments in building spaces that could be provided at lower costs through other means</li> <li>investments in buildings that are in less than an optimum location</li> </ul>	Medium	

FINDING	TYPE OF RISK	RISK RATING	RECOMMENDED ACTION
<p><b>SP3. Consider other providers</b></p> <p>The audit identified a large number of buildings owned by other organisations that could potentially meet the needs of some users. Subject to further research and negotiation, the Council could potentially reduce the need to physically provide some buildings itself by partnering with those owners to set up a win/win scenario or refer booking queries to them.</p> <p>A further consideration is that in providing buildings for bookings the Council may be in competition with other providers, whether they be community based or commercial organisations.</p> <p>Formalisation of the consideration of other providers could be enshrined in Council policy and in planning to meet community demand for building space.</p>	<p><b>Reputational</b> – failing to consider all options when deciding how to address demand for building spaces may attract adverse publicity about inappropriate expenditure</p>	Medium	<p><b>Recommendation 5</b></p> <p>Ensure that buildings and/or services provided by other organisations within the Council area or near the border in adjoining Council areas are considered in addressing community or organisational demand.</p>
	<p><b>Financial</b> – Council funds may be wasted through investments in building spaces when demand could be met at lower costs through buildings owned by others</p>	Medium	
<p><b>SP4. Single-purpose vs multi-purpose buildings</b></p> <p>Historically, the large majority of community, recreation, sporting, and arts facilities across the Council area have been designed for single-purpose. Due to their location, size, siting or design, many buildings cannot be easily used by multiple groups or purposes and as such many are not used to their full capacity.</p> <p>The current strategic direction for the provision of buildings for community use seems to be to provide for multiple uses where possible. However, there is no adopted strategy or policy about this.</p>	<p><b>Reputational</b> – lack of clarity about when buildings are to be single or multi-purpose may lead to adverse publicity when new buildings or changes to existing ones are being considered</p>	Low	<p><b>Recommendation 6</b></p> <p>Provide strategic and policy clarity about when single or multi-use buildings are considered appropriate.</p>
	<p><b>Financial</b> – Council funds may be wasted through:</p> <ul style="list-style-type: none"> <li>confusion, excessive levels of investigation and poor use of staff and consultants' time when new buildings or changes to existing ones are being considered</li> <li>building and/or retaining and maintaining buildings that are not fit for purpose or are poorly utilised</li> </ul>	Medium	



FINDING	TYPE OF RISK	RISK RATING	RECOMMENDED ACTION
<b>SP5. Differential charging for community and commercial users</b>  The use of Council buildings may provide public benefits, such as greater social cohesion, or private benefits, such as an income stream for commercial hirers. There is currently no pricing differential for public or private benefit (or a hybrid of the two).	<b>Reputational</b> – commercial users of Council buildings may be seen to compete unfairly with other commercial businesses	Low	<b>Recommendation 7</b>  Develop a pricing policy for the use of Council buildings that provides for differential user pricing for private and public benefit and hybrid situations where there is a combination of private and public benefit.
	<b>Financial</b> – there is potentially a loss of income that could be obtained from commercial users of Council buildings	Low	
DEMAND CONSIDERATIONS			
<b>D1. Documented standards to reflect demand</b>  We found no documented standards (such as numbers of buildings for the City’s population; geographic distribution) for the supply of the various types of buildings, which led to nominal standards being developed to audit against. We recognise that the Council area is already well developed and that standards have changed over time which provides challenges in providing the right numbers of the various types of buildings in the right locations. However, establishing, adopting, and documenting standards provides a base to work from.	<b>Reputational</b> – decisions regarding investments in new or upgraded buildings may be seen as unfair if made without agreed standards in place	Low	<b>Recommendation 8</b>  Consider developing, documenting, and implementing standards for the provision of the various types of buildings. In doing so, consider the relevance of standards identified during this audit and the nominal standards applied.
	<b>Financial</b> – Council funds may be wasted through: <ul style="list-style-type: none"><li>poor decision making regarding potential investments in new or upgraded buildings</li><li>ongoing maintenance and operating costs for buildings above adopted standards</li></ul>	Medium	
SUPPLY CONSIDERATIONS			
<b>S1. Suitability of buildings</b>  The analysis undertaken for the audit identified that, for a number of reasons (combinations of the suitability factors - facilities provided, floor area, usage, building condition, fit for purpose – now and/or future, disability access, car parking, land or planning restrictions) many of the Council’s buildings in the Community, Recreation and Sport, and Arts category are unsuitable for their current use.  For some buildings there is potential to resolve the shortcomings while for others that is unlikely to be the	<b>Reputational</b> – having such a large number of buildings not suitable for their current uses limits their ability to meet demand and may lead to public dissent	Medium	<b>Recommendation 9</b>  Resolve the information gaps identified in the buildings suitability analysis.
	<b>Financial</b> – Council funds may be wasted through: <ul style="list-style-type: none"><li>underutilisation of buildings for which the Council has invested large sums of money</li></ul>	Medium	<b>Recommendation 10</b>  Formally agree on suitability factors for the current and future supply of Council buildings, considering the factors used for this audit as part of that exercise. Clarify the priority given to each of the suitability factors, especially disability access.

FINDING	TYPE OF RISK	RISK RATING	RECOMMENDED ACTION
case. Information for some aspects of the suitability analysis for some of the buildings is incomplete (and outside the project brief) which limits the ability to determine the best course of action for them.	<ul style="list-style-type: none"> <li>continuing to maintain buildings that aren't suitable for their purpose</li> </ul>		Having taken those steps, revisit the suitability analysis to determine the best course of action for the buildings.
<b>S2. Usage rates</b>  The target usage standard of 75% included in the <i>Buildings Asset Management Plan 2020</i> does not reflect the nuances associated with the different types of buildings and their types of use.  Although data analysis was limited by not being able to identify all uses of buildings during the project, and that COVID19 has impacted on building use, the level of use seems to be relatively low for many buildings. The new bookings system being implemented is expected to improve the availability of usage data.	<b>Reputational</b> – not having and/or meeting targets may lead to public dissent given the level of Council investment in buildings	Low	<b>Recommendation 11</b>  Set and report against performance targets for usage rates for sub-categories of Community, Recreation and Sport, and Arts buildings.
	<b>Financial</b> – not having and/or meeting targets means there is a significant gap in building supply decisions which may lead to money being wasted	Medium	
<b>S3. Oversupply of certain types of buildings</b>  There is an oversupply of smaller, older, single purpose buildings which is an inefficient use of resources. Many are currently unsuitable for their intended purpose as identified in the suitability analysis.	<b>Reputational</b> - having a large percentage of buildings underutilised may lead to public dissent	Low	<b>Recommendation 12</b>  Identify the best mix of larger and smaller Council buildings for inclusion in a strategy for addressing demand for building spaces.
	<b>Financial</b> - Council funds may be wasted through continuing to maintain and operate more buildings than are required	Medium	
<b>S4. Aging buildings</b>  The age profile of the community, recreation, sporting, and arts facilities is such that a significant proportion of them appear to be nearing the end of their asset lives. The Council's asset register supports this view, rating the majority of buildings as 3/5	<b>Reputational</b> – if budgets are insufficient to keep buildings at a reasonable level of repair it may lead to public dissent	Medium	<b>Recommendation 13</b>  Consider the age profile of the Council's portfolio of buildings and their condition in a strategy for addressing demand for building spaces.
	<b>Financial</b> – the age profile of the buildings is likely to result in higher maintenance liabilities and costs associated with compliance, user comfort and usability	Medium	

FINDING	TYPE OF RISK	RISK RATING	RECOMMENDED ACTION
<b>S5. Contribution to place making</b> While we found no formal documented policy, it is reasonable to expect that consideration should be given to the part that Council buildings play in place making. That is, they should be compatible with, and contribute positively to, the place in which they are located.	<b>Reputational</b> – insufficient or inconsistent attention to the role of Council buildings in place making detract from local areas and may lead to public dissent	Medium	<b>Recommendation 14</b> Provide policy clarity about expectations of Council buildings in contributing to place making.
<b>ADMINISTRATIVE ARRANGEMENTS</b>			
<b>A1. Consistency of terminology and information</b> We found inconsistencies in terminology used in different parts of the organisation to describe particular buildings which can be confusing for communities and possibly within the organisation.	<b>Reputational</b> – having inconsistencies in describing buildings is likely to lead to confusion in the community and possibly within the organisation as well	Low	<b>Recommendation 15</b> Develop and reinforce a common naming convention for Council buildings across the whole organisation.
<b>A2. Clarity about demand and supply responsibilities</b> Staff responsibilities for identifying demand (or need) for Council buildings, and for actions to meet demand through supply (of a Council owned building or one owned by another body), are not completely clear. The separation of supply of building spaces of various types from the demand for them has been a useful concept for the project and could be considered in how staff roles are allocated within the organisation.  Identifying community needs (part of demand) and identifying supply options require different skills. The risk of a hybrid model of determining demand and supply together is that staff may not have the skills required for an optimum outcome.	<b>Reputational</b> - not appropriately identifying the demand for building space or the options and best choice for supply may lead to community dissatisfaction	Medium	<b>Recommendation 16</b> Clarify staff roles in identifying demand for building spaces and in addressing the demand. In doing so, consider the separation of the two roles while ensuring adequate communication and collaboration between staff involved in those roles.
	<b>Financial</b> – the Council has a significant portfolio of building assets (estimated to have a replacement cost of almost \$118m in the latest Buildings Asset Management Plan) and even small mis-steps in correctly identifying demand or supply options can carry a significant cost	Medium	<b>Recommendation 17</b> Ensure that any significant changes in Council policies and strategies arising from this audit are clearly communicated to staff and that staff development opportunities are provided to ensure the policies and strategies are implemented as intended.

FINDING	TYPE OF RISK	RISK RATING	RECOMMENDED ACTION
<b>A3. Improving internal coordination and collaboration</b> Staff interviews showed gaps in relation to internal collaboration in strategies for providing or retaining buildings and in the renovation or maintenance of them. It also showed a strong desire for that situation to improve.	<b>Reputational</b> – making poor decisions about the provision, maintenance, renewal, or transfer of Council buildings based on incomplete information or without considering relevant perspectives may lead to community dissatisfaction	Medium	<b>Recommendation 18</b> Implement a structured approach (such as an ongoing staff working group with clear Terms of Reference and reporting requirements) to ensure input from all relevant staff into strategy and policy development and the identification of demand and supply for significant building decisions. This becomes even more important if there is a communication and understanding gap between the ‘demand’ staff and the ‘supply’ staff under the concept in Recommendation 16.
	<b>Financial</b> – Council funds may be wasted through: <ul style="list-style-type: none"> <li>• confusion, excessive levels of investigation and poor use of staff and consultants’ time when new buildings or changes to existing ones are being considered</li> <li>• building and/or retaining and maintaining buildings that are not fit for purpose or are poorly utilised</li> <li>• early or preventative maintenance not being carried out, potentially leading to an escalation in problems and the cost of resolving them</li> </ul>	Medium	

## 9. FURTHER OBSERVATIONS

In addition to the findings, which relate to the agreed project scope and asset classes, several observations are also made about matters referenced earlier that are outside the project scope.

### Building lease or ground lease?

We noted during the project that some buildings are fully or mostly utilised by individual bodies for primary purposes that are not recognised as local government functions.

While the functions of Councils as set out in s7 of the *Local Government Act 1999* are quite broad to allow discretion to address local circumstances, some of the buildings are used for purposes for which other bodies have legislated responsibilities that are unlikely to be taken up by a Council. In these situations, the option of transfer of ownership of the building could be considered either with the land, or with a lease over the land on which the building is located.

### Storage buildings

There are a significant number of storage buildings across the City of Tea Tree Gully, many of which are leased out to others on a long-term basis for exclusive use as listed in Table 11 below. Analysis of the remaining unleased sheds indicate that they are associated with both council-controlled buildings and leased buildings. Key findings in relation to storage buildings are:

- Some sheds are unleased but are nevertheless exclusively associated with other leased facilities, particularly kindergartens, sporting clubs and community clubs, potentially indicating that lease arrangements may need to be considered.
- It is unclear whether unleased sheds that are associated with adjoining unleased facilities are managed as part of a precinct-based master plan, which would maximise efficiency and opportunities for consolidation.
- Where unleased sheds are not associated with adjoining facilities, their usage rates, levels of demand and opportunities for consolidation are not clear.

Table 11 – list of leased storage buildings

Lyons Road Storage shed	Hope Valley Bowling Club sheds 1, 2 and 3
Old Tea Tree Gully Primary School shed	Hope Valley Sporting Shed
Whinnen Reserve Hall Storage shed	Illyarrie Reserve Storage Shed
Tea Tree Gully Senior Citizens sheds 1 and 2	Modbury Bowling Club sheds 1, 2, 3, and shelter
Kathleen Mellor Kindergarten sheds 1 and 2	Modbury Soccer Club sheds 1, and 2
Modbury North Kindergarten shed	Modbury Sports and Community Club sheds 1, 2 and 3
Wynn Vale Kindergarten sheds 1 and 2	North East Hockey Club shed
Greenwith Scout Group shed	Pegasus Pony Club sheds 1 and 2
Hope Valley Scout Hall sheds 1 and 2	Richardson Reserve shed
Ridgehaven Scout Hall sheds 1 and 2	Tea Tree Gully Croquet Club shed
Banksia Park Scout Hall sheds 1 and 2	Tea Tree Gully Motor Cross shed
Memorial Hall and RSL club shed	Tea Tree Gully Sportsmans shed 1, 2, 3, 4, 5 and 6
Harpers Field sheds 1 and 2	

### Replacement value

As indicated earlier in this report, the *City of Tea Tree Gully 2020, Buildings Asset Management Plan* indicates that the Council owns 164 buildings with a current replacement cost of \$117.8m. Given recent escalations in building costs there may be merit in reviewing that figure and, in doing so, be clear about whether replacement cost should reflect like for like or different types of buildings that are more fit for purpose and also address their role in place making.

## INFORMATION REPORT

### SERVICE REVIEWS COMMITTEE MEETING

06 April 2022

#### Organisational Services & Excellence

##### Community Value Program Status Update (D22/24193)

Service Reviews and an Opportunities Review are two key projects that we are implementing as part of the Community Value Program.

A status update on the progress of these two key projects will be provided at each Committee meeting.

##### Service Reviews

A priority listing of service reviews was determined by the Committee at its meeting on 8 September 2021 as follows:

- a) Development applications and compliance
- b) Footpath management construction and maintenance
- c) Horticulture maintenance
- d) Information Technology
- e) Property / building maintenance “**
- f) Public lighting
- g) Road management construction and maintenance
- h) Stormwater management
- i) Tree management - planting, inspections / assessment, maintenance and removal
- j) Waste management

The following projects were selected to commence the program:

- ☒ Horticulture maintenance – verge maintenance services
- ☒ Information Technology
- ☒ Road management - construction and maintenance

An update on progress of the Service Reviews projects is provided below. Projects highlighted in blue have been completed, projects highlighted in green are in progress, and those highlighted in orange are on hold awaiting the framework and tool development.

Project	Type	Status	Notes	Consultant
Procurement	N/A	Completed	Consultant appointed to assist in framework and tool development, co-development of first comprehensive service review, and training of corporate leaders.	BRS
Service Reviews Framework and tools	Framework / Tools	In progress	Framework and tools in development in conjunction with pilot service review for road management	Co-development with BRS
Service standards	N/A	In progress	Being developed in conjunction with corporate leaders	Internal
Road management	Comprehensive service review	In progress	Scope developed in December 2021. Fieldwork completed. Draft findings being finalised for report development.	Co-development with BRS
Information Technology	Continuous improvement service review	On hold	Scope developed in October 2021. Awaiting finalisation of framework and tools.	Internal
Horticulture verge maintenance services	Continuous improvement service review	On hold	Scope developed in December 2021. Awaiting finalisation of framework and tools.	TBD

### Opportunities Review

The Opportunities Review involves looking for opportunities to improve how we carry out our work (our practices, processes and capabilities) and the way that we are structured to enhance the value we provide to our community.

A consultant has been engaged to help identify these opportunities for improvement, and work has commenced with the Assets and Environment portfolio. Interviews and workshops with key stakeholders will be held during March and April 2022, with a final report delivered by end April 2022. The review will also help us finalise the organisational structure for the Portfolio (an interim structure has been in place since late 2021).

While we are starting with the Assets and Environment portfolio, other portfolios will gain from the process as it will be used to develop a suite of tools that all areas can use and to participate in similar processes over a period of time.

Our intention is to embed this process of continual review into our business as usual processes.

Attachments

N/A

Report Authorisers

Ilona Cooper Manager Governance and Policy	8397 7310
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Julie Short Acting Director Organisational Services & Excellence	8397 7269
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Ryan McMahon Acting Chief Executive Officer	8397 7297
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## Status Report on Service Reviews Committee Resolutions 06 APRIL 2022



Item 17.1

*Note: This report is provided as information only. Actions relating to confidential minutes may not be included in the Status Report.*

*Note: This report will be presented at every Service Reviews Committee Meeting.*

### Pending Actions

Minute No.	Meeting Date	Officer	Subject	Estimated Completion
8	8/09/2021	Watson, Laura	Community Safety Policy Statements	30/04/2022
<p>D21/68266</p> <p>24 Sep 2021 11:25am Birch, Felicity - Reallocation Action reassigned to Watson, Laura by Birch, Felicity - Laura Watson is the appointed Community Safety Leader.</p> <p>01 Dec 2021 9:06am Watson, Laura - Target Date Revision Target date changed by Watson, Laura from 22 September 2021 to 16 February 2022 - Estimated date of first SRC meeting for 2022</p> <p>16 Feb 2022 11:01am Watson, Laura Community Safety Staff Professional Development Day was held on 2 December 2021 to share with staff the Report presented to the Service Review Committee in September 2021. This was facilitated by and external party and was very well received by staff. Staff were able to put forward their thoughts about the practical implementation of the policy statements and how they could be applied to the community. We value this feedback as our Community Safety Officers are interacting with our residents each day and have vast insight into the desires and needs of the community. The next steps will be to draft a policy to which the Community Safety Officers will be involved and consulted with. The purpose of the consultation is to ensure that our officers have a thorough understanding of the proposed policy and can live and breathe it each day while undertaking the functions of their respective roles. The policy has yet to be drafted as the Community Safety team has had multiple staff take unplanned leave over December, January and now February. The team are working hard with limited resources (at about 55% normal capacity over the last few weeks) however, officers are very keen to get going with their revised direction.</p> <p>23 Feb 2022 10:38am Watson, Laura - Target Date Revision Target date changed by Watson, Laura from 16 February 2022 to 30 April 2022 – Laura Watson and Carol Neil to present on the status of the Community Safety Review and the Community Safety Policy at the April Service Reviews Committee Meeting.</p>				

### Completed Actions

Minute No.	Meeting Date	Officer	Subject	Completed
	1/12/2021	Kelly, Adam	Proposed Service Review - Road Management	30/06/2022
<p>D21/98796</p> <p>10 Jan 2022 5:39pm Kelly, Adam - Target Date Revision Target date changed by Kelly, Adam from 15 December 2021 to 30 June 2022 - This action is advising of the intent to scope a review into roads management. Further detail will follow with the formalised Service Review project Scoping document.</p> <p>21 Feb 2022 5:27pm Kelly, Adam - Completion Completed by Kelly, Adam (action officer) on 21 February 2022 at 5:27:28 PM - A business case including the scope was presented to Council on 2 February requesting feedback / endorsement. The outcomes of this meeting and full Council endorsement was received at the Council Meeting on 8 February 2022.</p>				