Notice of Audit & Risk Committee Meeting

CITY OF TEA TREE GULLY
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MEMBERSHIP

Cr Irena Zagladov *(Presiding Member)*

Cr Rob Unger

Mr Ross Haslam
(Independent Member)

Mr Daniel Edgecombe
(Independent Member)

Ms Deanne Bear
(Independent Member)

NOTICE is given pursuant to Sections 87 and 88 of the Local Government Act 1999 that the next AUDIT & RISK COMMITTEE MEETING will be held in the Civic Centre, 571 Montague Road, Modbury on WEDNESDAY 29 MARCH 2023 commencing at 6.30pm

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

Members of the community are welcome to attend the meeting

RYAN MCMAHON
CHIEF EXECUTIVE OFFICER

Dated: 24 March 2023

CITY OF TEA TREE GULLY

AUDIT & RISK COMMITTEE MEETING
29 MARCH 2023

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 Audit & Risk Committee Meeting held on 7 December 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

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

6. Presentations

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

7. Petitions

8. Declarations of Conflicts of Interest

Members are invited to declare any conflicts of interest in matters appearing before the Committee.

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9. Adjourned Business - Nil

10. Motions Lying on the Table - Nil

11. Management Reports

Office of the Chief Executive Officer - Nil

City Operations - Nil

Corporate Services

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Strategy & Finance

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Community Services

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12. Motion(s) on Notice - Nil

13. Motion(s) without Notice

14. Question(s) on Notice - Nil

15. Questions without Notice

16. Information Reports

16.1 Outcomes of the 2022 Age Care Quality Standards External Audit 149

16.2 2022 Risk Evaluation - LGA Workers Compensation Scheme 151

16.3 Internal Audit Agreed Actions Update 163

16.4 Internal Audit Plan Status Update 179

17. Status Report on Resolutions

17.1 Status Report on Audit Committee Resolutions 181

18. Other Business

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

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

20. Date of Next Ordinary Meeting

17 May 2023

21. Closure

REPORT FOR	**AUDIT & RISK COMMITTEE MEETING**
MEETING DATE	**29 MARCH 2023**

RECORD NO:	D22/193065
REPORT OF:	**CORPORATE SERVICES**
TITLE:	**INTERNAL AUDIT REPORT - PROCUREMENT PRACTICES - QUOTATIONS**

PURPOSE

To consider the Internal Audit Report and agreed actions in relation to an internal **audit of Council's procurement** practices (quotations).

RECOMMENDATION

That the Audit Committee receives the report titled "Internal Audit Report – Procurement Practices **– Quotations", and dated 29 March 2023, and endorses the** agreed actions outlined in Attachment 1 of this report.

1. BACKGROUND

The Internal Audit Plan 2022 – 2023 identifies Procurement - Quotations as one of the proposed internal audit activities to be undertaken inhouse.

Council operates within a procurement framework governed by a Procurement Policy and a number of guidelines, procedures and checklists. The Quotations Guideline provides guidance to staff on the requirements for purchasing goods and services and/or works through a quotation process up to the value of $100,000.

The Request for Quote process is used extensively throughout Council to invite potential suppliers to bid on supply of goods/works/services to Council. The seeking of quotations is decentralised across the organisation and undertaken by staff (purchasing delegates) who have undertaken appropriate training.

2. DISCUSSION

The purpose of the internal audit review was to assess the procurement process undertaken by purchasing delegates in line with procurement documentation and Request for Quote practices/process, in order to provide reasonable assurance to the Committee that internal controls are sufficiently adequate to mitigate risks.

This report outlines findings, recommendations and agreed actions for future improvements in respect to the quotations process. The internal audit was undertaken internally by Council's Risk and Audit Advisor.

The internal audit included considerations over the following areas:

- A review of the core controls of Council's Request for Quote (RFQ) processes
- A review of the procurement procedures, guidelines and templates that apply to the RFQ process
- Testing a sample of quotations undertaken by purchasing delegates to assess whether the controls are operating effectively
- Appropriately authorised Purchasing Delegates to undertake the RFQ Process
- Consideration of potential risks, and the provisions of strategies to mitigate those risks

Internal Audit Report

The Internal Audit Report (provided as Attachment 1) outlines the following findings and performance improvement opportunities (PIO).

Ref #	Description of Internal Audit Findings and Recommendations	Risk Rating
1	Purchasing delegates	Low
2	Purchasing approvals	Medium
3	Evaluation documentation	Low
4	Records management	Low
5	Procurement exemption process	Medium
6	Procurement principles	PIO

Details of the actions/improvement opportunities are provided in Section 3 of Attachment 1.

It was noted that many of the findings from this internal audit were similar to the findings from the City Operations Opportunities review, where it was identified the need to review the end-to-end procurement process for improvement opportunities.

As a result, a service review will be undertaken on the end to end procurement process to assist in:

- Identifying the pain points experienced across the entire end-to-end process
- Identifying ways to improve the workflow (including reducing the administrative burden through technology improvement or process efficiencies)
- Revisit the governance arrangements and procurement delegations to ensure they are assigned to role profiles with correct capabilities and capacity to perform the required tasks.

It is anticipated that this review should result in a higher level of quotation compliance in the future. The outcomes of service reviews are reported to the Service Review Committee.

3. STRATEGIC OBJECTIVES

Strategic Plan

The following strategic objectives in Council's Strategic Plan 2020 are the most relevant to this report:

Aspiration	Objective	Comments
Leadership	*We are trusted to make good decisions that are in the best interests of our community*	How goods, works and services are procured impact directly on the core business and service delivery of Council. Robust and efficient procurement practices are required to achieve Council's strategic objectives.

Policies

Council's Procurement Policy, Risk Management Policy, Record Management Policy, Treasury Policy, Fraud and Corruption Policy, Unsolicited Proposal Policy and Financial Sustainability Policy are all relevant in the context of this report. Council is committed to implementing robust procurement of goods and services practices to ensure the effectiveness of controls to mitigate financial risks.

Appropriate procurement procedures, practices and the nature of controls implemented directly impact on the deliverables and core business of Council and its effort in achieving its strategic and organisational objectives.

4. LEGAL

One of the primary purposes of an internal audit of this nature is to examine Council's Internal Controls with a view to minimising the risk of illegal activity such as fraud.

5. RISK – IDENTIFICATION AND MITIGATION

This audit contributes to Council's risk management process by identifying gaps in current approaches. Any actions/improvement opportunities from the findings will mitigate the level of risk to Council in relation to this topic and will ensure processes and systems are further refined through the implementation of additional controls and for achieving best practice.

All actions/improvement opportunities will be monitored and reported on a periodic basis to the Audit Committee.

6. PEOPLE AND WORK PLANS

The agreed management actions arising and their impact on resourcing are identified in Attachment 1 to this report.

7. FINANCIAL

The internal audit review was undertaken in accordance with the annual budget allocated to ensure delivery of the Internal Audit Plan.

8. ASSETS

Nil

9. ENVIRONMENTAL

Nil

10. COMMUNITY AND STAKEHOLDER IMPACT

Any actions/improvement opportunities arising from the internal audit have been discussed with the relevant internal stakeholders. Any improvements to procurement of goods and services also improves core services provided to the community.

11. COMMUNITY AND STAKEHOLDER ENGAGEMENT

Any actions/improvement opportunities arising from the internal audit have been agreed with the relevant internal stakeholders. No community engagement has been undertaken in relation to this report.

12. PROMOTION AND COMMUNICATIONS OF COUNCIL DECISION AND OPERATIONAL IMPACTS

Nil

13. INTERNAL REPORT CONSULTATION

The following staff have been included in the consultation process in the preparation of the report and actions/improvement opportunities.

Name	Position	Consulted about
Sharon Hollamby	Manager Procurement and Contracts Management	Internal Audit report findings and agreed management actions
Emma McWhirter	Contracts Officer Procurement and Contracts Management	Internal Audit report findings and agreed management actions
Carlene Arnold	Procurement Support/Training Officer	Internal Audit findings

Attachments

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Report Authorisers

Anna Athanasiou Risk & Audit Advisor	8397 7253
Ilona Cooper Manager Governance & Policy	8397 7310
Ryan McMahon Chief Executive Officer	8397 7297

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Internal Audit Report

Procumement Practices - Quotations

January 2023

CITY OF TEA TREE GULLY
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1. Executive Summary

1.1 Introduction

In accordance with the 2022/2023 Internal Audit Plan for the City of Tea Tree Gully, an internal audit was undertaken internally by Council's Risk & Audit Advisor on procurement practices, in particular the quotations process performed by Purchasing Delegates (procurement under $100,000). The objective, scope and approach of the internal audit are outlined below.

1.2 Objective

The overall objective of the internal audit was to assess the procurement process undertaken by Purchasing Delegates in-line with procurement documentation and Request for Quote practices/processes; and to identify any gaps and opportunities for future improvement to achieve best practice.

1.3 Scope

To address the overall objectives above, the scope of the internal audit included considerations over the following areas:

- A review of the core controls of Council's Request for Quote (RFQ) processes
- A review of the procurement procedures, guidelines and templates that apply to the RFQ process
- Testing a sample of quotations undertaken by purchasing delegates to assess whether the controls are operating effectively
- Appropriately authorised Purchasing Delegates to undertake the RFQ Process
- Consideration of potential risks, and the provisions of strategies to mitigate those risks

1.4 Approach

The approach in the delivery of this internal audit included the following:

- Considerations of existing policies, procedures, guidelines and other relevant documentation relating to the RFQ process
- Meeting with relevant procurement staff to obtain an understanding of the RFQ Process including the transactional arrangements when using VendorPanel to access pre-qualified suppliers on Standing Offer Panel contracts
- Reviewing a selected sample of RFQ documentation from across the organisation for the period 1 January 2021 to 31 December 2021 to validate that Purchasing Procedures, Quotations Guideline and criteria as outlined in *Appendix A* had been adhered to.

Attachment 1

1.5 Key Findings and Recommendations

The number of findings and improvement opportunities identified during the course of the internal audit are shown in the following table. A full list of the key findings and recommendations are detailed in section 3 of the report, which have been discussed and agreed with the relevant stakeholders.

Extreme risk	High risk	Medium risk	Low risk	Performance improvement opportunity (PIO)
0	0	2	3	1

The following is a summary of the findings and improvement opportunities identified during the course of the internal audit:

Ref #	Description of Internal Audit Findings and Recommendations	Risk Rating
1	Purchasing delegates	Low
2	Purchasing approvals	Medium
3	Evaluation documentation	Low
4	Records management	Low
5	Procurement exemption process	Medium
6	Procurement principles	PIO

1.6 Positive observations

A number of positive observations were made during the internal audit, which are summarised below.

- Increased usage of the RFQ procurement process.
- Value for money and fitness for purpose evident in majority of purchases
- An increase in the negotiation process including obtaining value-add options as part of procuring goods and services.
- Risk management considered and addressed as part of each purchase
- An increase in considering environmental sustainability as part of the procurement process.
- Local supplier availability considered in majority of purchases.

2. Background

2.1 Background

The Quotations / Request for Quote (RFQ) process is used extensively throughout Council to invite potential suppliers to bid on the supply of goods/works/services to Council under $100,000. The seeking of quotations is decentralised across the organisation and undertaken by staff (Purchasing Delegates) who have undertaken appropriate training. This process is similarly to purchases undertaken for over $100,000 which must go through a tender process however is centre-led by the Procurement and Contract Management department.

As part of the procurement process all purchases undertaken between the value of $1,000 - $100,000 (Ex GST) a Request for Quote (RFQ) process must be undertaken including the completion of the Best Practice Purchasing Checklist (BPPC).

Purchasing Delegates obtain their authority from the CEO or relevant General Manager and have the authority to perform purchasing tasks and incur legal and contractual liability on behalf of Council. Where a staff member does not have appropriate purchasing delegation, this requires approval from a Supervising Purchasing Delegate.

Purchasing Delegate training (competency certification) provides the authorisation to perform purchasing functions within their delegations and is established to ensure a consistent, fair and transparent approach to procurement is maintained.

Council currently has 134 trained Purchasing Delegates across four portfolios. There are two levels of procurement delegations which determine the method of purchasing as defined in Council's Procurement Policy.

- Level 1 Purchasing Delegates can purchase up to $20,000 (79 staff trained)
- Level 2 Purchasing Delegates can purchase up to $100,000 (55 staff trained)

Supporting tools and resources including guidelines, procedures and documentation relative to the procurement process are available on Council's Intranet for Purchasing Delegates to use.

Purchasing Delegates can also undertake Request for Quotes using VendorPanel which is an online portal used for the quotation process accessing pre-qualified suppliers on Standing Offer Panel contracts.

2.2 Relevant Policies and Procedures

The relevant policies, procedures and templates applicable to the Request for Quote Process include the following:

- Procurement Policy
- Purchasing Procedure - established to provide the steps to all types of purchases including elements to the contract and tender process.
- Quotation Guidelines - developed to support the Request for Quote process, and does touch on purchases using the VendorPanel online portal.
- Best Practice Purchasing Checklist (BPPC)
- Purchasing Delegates Register
- Standing Offer Panels - VendorPanel Buyers Guideline
- Negotiation Guidelines

3. Internal Audit Findings

The following outlines the findings, recommendations and agreed management actions identified as part of the internal audit. The selected sample of RFQ documents were tested across the organisation.

1. Purchasing delegates		Rating: Low
The quotation guidelines assume that all purchases are undertaken by a trained purchasing delegate (who must go through a training program). However the Best Practice Purchasing Checklist provides for a 'Council Officer' that hasn't undertaken the appropriate level of purchasing delegation training, to able to undertake procurement provided they are supervised by an appropriate level of Purchasing Delegate. While there is sign off provided for this in the BPPC under sign off/approval, this is provided for on every checklist (whether it applies or not). It is difficult to identify where a supervising purchasing delegate is required or has been used. Risk(s): • Procurement could unknowingly be undertaken outside appropriate delegation without review by an appropriate supervising purchasing delegate	Recommendation(s): 1. Where a Supervising Purchasing Delegate is required, this should be clearly identified at the front of the BPPC and supported by electronic workflow for approval / sign off process.	Agreed management action(s): Agreed as recommended Responsibility: Manager Procurement & Contract Management Target Date: 30 October 2023
2. Purchasing approvals		Rating: Medium
Finding(s): The following are the key documents that guide the RFQ process and approvals required to proceed with procurement: • Purchasing Procedures	Recommendation(s): 1. Review and streamline the purchasing procedure and quotation guidelines potentially into a single document, which clearly articulates:	Agreed management action(s): • Undertake a review of the Purchasing Procedure, Quotation Guidelines, RFQ Form Template

• Quotation Guidelines • RFQ Form • Best Practice Purchasing Checklist (BPPC) It is evident that the purchasing approval process is primarily driven by the BPPC which details approval being required by the following roles: • Purchasing delegate • Supervising purchasing delegate • Evaluation panel members • Expenditure delegate (assuming this is a corporate leader) The variety of purchasing approval processes are not detailed within the procedure or guideline, beyond the approval process for seeking exemption to the quotation process. While the approval process is documented in the BPPC, different types of approvals appear to be inconsistently applied. From the selected sample there were gaps identified for different types of approval requirements at different stages of the RFQ process that had not been met. For example, 15 out of 67 (approx. 22%) purchasing activities displayed no evidence of being approved by an expenditure delegate in the BPPC (noting that this would be approved by an expenditure delegate when processed through the Finance system). Risk(s) • Procurement could unknowingly be undertaken outside appropriate delegation • Purchasing could be undertaken outside approved budget where appropriate segregation of duties between purchasing and expenditure has not occurred	• Definition and responsibilities of different types of approvers taking-into-account segregation of duties (to ensure a corporate leader procuring is not also the approver) including: • Evaluation panel members (including the chair) • Purchasing delegate • Supervising purchasing delegate • Expenditure delegate • Corporate leader • Step by step approval process that aligns to the BPPC. 2. Investigate options for using electronic workflow to control approvals rather than signatures within a document. 3. As a further delegation control, it is recommended that investigation be undertaken to incorporate an RFQ or BPPC reference in TechOne (to confirm that the appropriate procurement and approval process has been undertaken).	and Best Practice Purchasing Checklist to incorporate clear delegation approval controls. • Investigate options for using electronic workflow to control approvals rather than signatures within a document. Responsibility: Manager Procurement & Contract Management Target Date: 31 March 2024 • Investigate potential for incorporating RFQ or BPPC references in the purchase requisition or Work Order function within TechOne Responsibility: Manager Finance & Rating Services Target Date: 31 March 2024

3. Evaluation documentation		Rating: Low
Finding(s): Where a purchase is between $1,000 - $20,000 (Level 1 Purchasing Delegate authority) the BPPC must be completed in part (without the evaluation section completed), however completion of the Request for Quote Form is not required (3 verbal quotes confirmed in writing is acceptable). Where a purchase is above $20,000 (but less than $100,000) then an RFQ Form must be completed, in addition to the BPPC in full (including the evaluation section). However, the Quotation Guidelines specify that any engagement of consultants/consultancy services under the $20,000 threshold, also requires completion of RFQ Form in addition to the BPPC. It is not clear why this requirement applies. It is evident that the P&CM Team have attempted to simplify/modify the requirements for the completion of the BPPC relative to low cost/low risk purchases (under $20,000) however this potentially has caused confusion as to what parts of the BPPC actually requires completion. While instructions are provided within the BPPC in small print, it is not immediately obvious to a Purchasing Delegate which sections of the BPPC apply to purchases under $20,000 and which sections apply to purchases over $20,000 (but under $100,000), and therefore there is potential to not be consistently applied or completed by Purchasing Delegates. From the selected sample the main gaps identified were: • Incomplete or non-completion of a BPPC • Non-compliance with the requirements of a Level 2 Delegate procuring consultancy services under $20,000	Recommendation(s): 1. Consideration to be given to establishing either establishing two different BPPC's for purchases: • $1,000 - $20,000 • $20,000 - $100,000 Alternatively, the BPPC should be updated to clearly reflect which sections of the BPPC are needed to be completed for low value purchases (if at all). 2. Review the requirements for engaging consultancy services to determine whether a level 2 procurement process is actually required for a level 1 procurement, ie under $20,000. 3. Whilst ongoing refresher training has been provided to Delegates, it is equally important that the purchasing procedures, quotation guidelines and templates are streamlined for ease of use, including the provision of clear and succinct instructions. This will assist Delegates with following the procurement steps which have otherwise been missed and/or not understood.	Agreed Management Action(s): Agreed as per recommendations Responsibility: Manager Procurement and Contracts Management Target Date: 31 March 2024

• Incorrect sign-off and/or non-approval process, ie Evaluation Member also the Expenditure Delegate Risk(s): • Incorrect purchasing process followed for value of procurement undertaken		
4. Records management		Rating: Low
Finding(s): The Purchasing Procedure, Quotation Guidelines and BPPC requires procurement documents to be saved in the relevant Department CM Quotation Containers. However, staff often save their records in their relevant project container to which the procurement relates. There is inconsistency to how this is applied across the organisation. The volume of procurements undertaken in some Department makes it difficult to locate individual documents relative to the one quotation process. A summary report was obtained for the VendorPanel Request for Quote process via the portal. Whilst it's not a requirement to complete the BPPC as part of this process, the steps relative to the BPPC must be followed, including saving the relative documentation in Content Manager. Based on the summary report it was difficult to locate some/if any of the procurement activity saved in Content Manager. Risk(s): • Difficult for an approval delegate to determine that records management requirements have been met • Probity and accountability not always evident in the procurement process	Recommendation(s): 1. Review records management requirements for procurement to implement a revised approach that takes into account: • Obtaining a unique quotation number (eg. CM container number for project) • Consistent naming conventions • Simplifying and streamlining the approach (so that a record doesn't have to be saved twice in two separate containers) • BPPC to incorporate provision to identify where all procurement records are stored relevant to that procurement	Agreed Management Action(s): Agreed as recommended Responsibility: Manager Procurement and Contracts Management Target Date: 31 March 2024

5. Procurement exemption process		Rating: Medium
Finding(s): In the event that a Purchasing Delegate seeks to procure goods works or services outside the defined procurement process, a formal procurement exemption must be obtained prior to the engagement of a supplier/contractor via a specified approval process. Purchases involving an exemption request still require the completion of a BPPC, however there is no specific reference on the BPPC as to whether the procurement was subject to an exemption and approved. There is an insufficient audit trail of documentation to demonstrate whether the appropriate process had been followed. Based on the sample selected, for approximately 25% of these (17 out of 67) of purchases it was unclear if a sole supplier was used and/or exemption had been obtained to procure outside of the standard process. This could be from a number of factors including: • BPPC not completed sufficiently to identify other suppliers • Exemption not being undertaken using the correct approval process (via Procurement) and may have only occurred at a departmental level (or not at all) Despite obtaining exemption from a tender process (purchases over $100k) being a higher risk, the process is clearer and simpler than obtaining an exemption through the quotation process. Risk(s): • Purchases may be inappropriately made to a sole supplier without undergoing a competitive procurement process • The procurement process may not be transparent or fair • Best value may not be achieved by Council • Fraud and corruption risks are increased without a formal exemption process being undertaken or recorded	Recommendation(s): 1. Review the exemption approval process, including records management requirements, and streamline to ensure the process is clearer and more efficient. 2. All purchases should require the completion of a BPPC, therefore use of an exemption process should be evident in the BPPC to ensure appropriate exemption approval is obtained. This checklist should incorporate exemption to ensure evidence of exemption is maintained.	Agreed Management Action(s): Agreed as recommended Responsibility: Manager Procurement and Contracts Management Target Date: 30 October 2023

6. Procurement principles		Rating: PIO
Finding(s): Council's Procurement Policy is underpinned by 9 key procurement principles. These principles are also referenced in the purchasing procedure, quotation guidelines and BPPC. While it is evident that the procurement principles have been addressed throughout these documents, it would not necessarily be evident to a corporate leader whether all procurement principles were met when approving a procurement to proceed. It was also noted that a number of references were outdated, and require updating	Recommendation(s): 1. Review procurement principles to determine if they are still relevant. 2. Clearly link the procurement principles to the relevant sections of the purchasing procedures, quotation guidelines and BPPC to ensure all procurement principles are addressed with each procurement. 3. Review all referenced documents to ensure accuracy and for ease of finding.	Agreed Management Action(s): Agreed as recommended Responsibility: Manager Procurement and Contracts Management Target Date: 31 March 2024

Appendix A

A detailed list of purchasing elements (key Principles) audited is outlined below.

Request for Quote

- The use of appropriate Request for Quote documentation and tools available on the intranet to Purchasing Delegates
- Validating that the prompts in the Best Practice Purchasing Checklist have been followed which included the following:
    - Working within an allocated budget
    - Sourcing the required number of quotes
    - Following direct sourcing procedures
    - Inviting at least one suitable local City of Tea Tree Gully supplier (where available)
    - Considering options relevant to environmental, recyclable, sustainable and waste disposal
    - That the Purchasing Delegate as part of evaluating the Request for Quote includes at least one other Council Officer in that process
    - Negotiation and added value have been conducted/considered
    - Justification for engaging a recommended Respondent
    - The undertaking of the evaluation process
    - Compliance with delegation levels and approval processes
- All of the Request of Quote documentation has been recorded/captured in Council's Records Management System

VendorPanel Usage

- Prompts in the Best Practice Purchasing Checklist have been followed including:
    - working within an allocated budget
    - Sourcing the required number of quotes
    - Following direct sourcing procedures
    - Inviting at least one suitable local City of Tea Tree Gully supplier (where available)
    - Considering options relevant to environmental, recyclable, sustainable and waste disposal
    - That the Purchasing Delegate as part of evaluating the Request for Quote includes at least one other Council Officer in that process
    - Use of 'Quick Select' or 'Evaluation Matrix' selection where appropriate (in line with the value and risk of the Request for Quote)
    - Negotiation and added value have been conducted/considered
    - Justification for engaging a recommended Respondent

- Compliance with delegation levels and approval processes
- Use of Request for Quote notification templates
- The undertaking of the evaluation process
- Registration of Request for Quote package from VendorPanel recorded/captured in Council's Record Management System

Item 11.2

City of Tea Tree Gully

Audit & Risk Committee Meeting

Document Cover Sheet

29 MARCH 2023

FINANCIAL SUSTAINABILITY POLICY

Responsible Manager: Manager Finance & Rating Services

The Financial Sustainability Policy is due for review as part of the policy review cycle. No substantial changes have been made in consultation with the Manager Finance & Rating Services and General Manager Strategy & Finance.

RECOMMENDATION

That the "Financial Sustainability Policy" **as reviewed by** the Audit & Risk Committee Meeting on 29 March 2023 be adopted.

Summary of changes		
Page No.	Heading	Comments
2	Operating Services	The Natural Resources Management Levy has been replaced with the Regional Landscape Levy.
2	Funded Asset and Service Provision Costs	Updated calculation process relative to renewing or replacing non-financial assets (asset sustainability ratio) as per the Asset Management Plans
7	Other key internal stakeholders	Updated title for current stakeholder
5	Strategic Plan	Updated the comments to the objectives
6	Policy implementation	Updated title as per organisation structure

Attachments

1.⇩ Financial Sustainability Policy - reviewed version for Audit 29 March 2023.....26

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FINANCIAL SUSTAINABILITY POLICY

1. PURPOSE

The purpose of this policy is to establish the strategic financial sustainability principles to be used by Council when developing Council's Annual Business Plan incorporating the annual budget, the Long-Term Financial Plan, and making other critical financial decisions.

2. POLICY

2.1 Background

Financial Sustainability is achieved when service and infrastructure levels and standards are delivered according to a long-term plan without the need to significantly increase rates or significantly reduce services.

Long-term financial sustainability is important if Council is to deliver the services and programs expected by the community. It is also important that community assets are maintained so that the cost does not become a burden for future ratepayers and for council to remain financially viable.

Responsible long-term financial sustainability ensures:

- Council will remain in a healthy financial position
- Public resources are distributed fairly between current and future ratepayers, and this will be achieved by maintaining an operating surplus
- Funding is made available for the maintenance, replacement and upgrade of assets to meet community expectations
- Financial outcomes are given greater stability and certainty
- Consistent delivery of essential community services and the efficient development of infrastructure
- Current and future Council rates are given a fair degree of stability and predictability.

To ensure that Council is financially sustainable, Council will regularly review its Long-Term Financial Plan and associated guiding principles. The principles will as a minimum have regard for:

- The level of funding to be applied for the purpose of maintaining existing assets
- The level of debt and serviceability that Council will hold over the period of the Long Term Financial Plan
- The operating surplus target.

2.2 Operating Surplus

Council will maintain an operating surplus over a minimum of a three year period. The operating surplus ratio is a key measure of financial sustainability. It shows the operating surplus (deficit) as a percentage of net general and other rates. Net rates do not include rate rebates and revenues from the ~~Natural Resources Management~~Regional Landscape Levy. Council will aim to achieve an operating surplus ratio of 2.5 to 10% on an annual basis in accordance with Council's Long-Term Financial Plan.

Council is required to review its budget in accordance with Regulation 9 of the Local Government (Financial Management) Regulations 2011.

2.3 Funded Asset and Service Provision Costs

In the annual budget and Long-Term Financial Plan, the full cost of providing services to the community will be included. Council will provide for the maintenance, replacement and upgrade of existing assets.

Existing assets will be maintained to a level that ensures their economic life is maximised. Council will continue to provide for maintenance and/or replacement of needed assets (e.g. roads and footpaths) to ensure they can continue to provide community benefit.

Council supports the principle that existing infrastructure will be maintained to a reasonable and serviceable level as a priority over building or acquiring additional infrastructure. Building or acquiring additional infrastructure commits Council to increased maintenance responsibilities, which may be funded by either additional Council rate increases or decreased service maintenance levels.

A key measure of whether or not a Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out is the asset sustainability ratio. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the optimal level of such expenditure proposed in a Council's Asset Management Plans ~~recorded rate of depreciation for the same~~

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~~period~~. Council will aim to have capital outlays on renewing / replacing assets, net of proceeds from the sale of replaced assets, as greater than 90% but less than 110% of depreciation over a rolling three year period.

In addition, Council will regularly review its infrastructure and asset management plans and will specifically review the level of outstanding maintenance.

2.4 Debt Limitations

Council's level of debt will be stabilised to ensure that future generations make a contribution to assets they enjoy and to enable Council to access borrowings for capital works and the planned replacement of plant and equipment. This will be achieved by setting an upper limit of 4% of general rate income for interest payment on borrowings.

Council commits to delivering an operating surplus when additional borrowings are considered. Additional borrowing should not be undertaken unless it is in an effort to reduce maintenance expenditure or to address a high or extreme risk. In the event that borrowings are taken out while an operating deficit exists, Council will take action in the following year to operate in a surplus position.

It is appropriate for Council to have some level of debt. Intergenerational assets (such as a library, major roads etc) may be funded by a combination of short and long-term debt.

There are two further key financial indicators in relation to debt. These are the net financial liabilities ratio and the interest cover ratio. Council will aim to have a net financial liabilities ratio of between 25% and 35%. That is the amount of net financial liabilities as a percentage of the total operating income of Council. In the event that the net financial liabilities ratio is above the target range, it will be planned to return the ratio to the target range within 3 - 5 years.

2.5 Review of Assets

Existing assets will be reviewed to ascertain whether they are achieving a Strategic Plan outcome. If the assets are not providing a benefit in accordance with the Strategic Plan then Council will seek community support to use the value in the assets to fund capital or refurbishment expenditure and thus maintain community wealth.

- In acquiring new assets, the following factors should be considered:
- Council's current operating surplus / deficit position
- Any additional depreciation and maintenance cost
- Any relevant interest cost and the impact on the operating surplus / deficit position

- The requirement to increase Council rates to fund acquisition and ongoing costs
- The age, life expectancy, suitability and service potential of any asset to be replaced
- Discounted cash flow analysis, where appropriate.

Council assets will be reviewed on a regular basis and those assets identified as less-needed assets may be sold to raise funds for more desirable community facilities.

2.4 Council Rate Increases

Council's Annual Business Plan will have an increase in general rates that reflects the cost to Council in continuing to provide existing services and to fund the costs included in the adopted Infrastructure and Asset Management Plans and Long-Term Financial Plan and will run an assets sustainability ratio of 90% to 110% over a 3 year period.

If Council is planning to provide new or additional services then the cost of these may also need to be included as an additional rate increase.

This rate increase will take into account items such as the Consumer Price Index, Local Government Price Index and enterprise bargaining agreements, which outlines agreed growth in employee wages and salaries and any other costs to Council. This will ensure that appropriate increased levels of income cover the main drivers of Council's increasing costs.

Council will determine, after consultation with the community, whether the priority and focus of the Annual Business Plan is appropriate or whether any new initiatives or higher standards have sufficient community support to justify higher rate increases.

3. DEFINITIONS

For the purposes of this policy the following definitions apply:

Nil

4. LEGISLATIVE FRAMEWORK

There is no legislative requirement for Council to have a policy relating to this area.

Local Government Act 1999

Section 8(k) of this Act provides that Council must ensure the sustainability of its long-term Financial Performance and position.

Sections 122 and 123 of this Act provides that Council must have strategic plans, an annual business plan, annual budget and asset and infrastructure management, and long-term financial plans. This requires a level of forward planning in relation to the management of Council's funds.

4.2 Other references

Council's document including:

a. Annual Business Plan
b. Annual Report
c. Infrastructure and Asset Management Plans
d. Fees and Charges Register
e. Long-Term Financial Plan

5. STRATEGIC PLAN/POLICY

5.1 Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Leadership	
Leadership and advocacy is focused on the long term interests of the community	Ensuring the long-term financial sustainability of Council contributes towards delivering the aspirations for the city and community outlined in the Strategic Plan 2025. It is also important that community assets are maintained so that the cost does not become a burden for future ratepayers and for council to remain financially viable.

5.2 Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on five key themes of customer care, learning & growth, future capability and sustainable operations. The key theme most relevant to this policy is sustainable operations, in ensuring that we make consistent, informed decisions which are evidence based.

6. POLICY IMPLEMENTATION

This Policy will be implemented by the Chief Executive Officer or relevant portfolio general manager and managed in accordance with Council's scheme of delegations.

Record number	D20/1029
Responsible Manager	Manager Finance & Rating ~~Operations~~Services
Other key internal stakeholders	~~Director Organisational Services & Excellence~~General Manager Strategy & Finance
Last reviewed	~~11/02/2020~~29/03/2023
Adoption reference	Council
Resolution number	330
Previous review dates	11/02/2020, 11/4/17, 13/5/14, 10/02/10, 10/02/09, 08/04/08
Legal requirement	NA
Due date next review	2026~~3~~
Delegations	

City of Tea Tree Gully

Audit & Risk Committee Meeting

Document Cover Sheet

29 MARCH 2023

TREASURY POLICY

Responsible Manager: Manager Finance & Rating Services

The Treasury is due for review as part of the policy review cycle. The policy has been revised to include guidance on how Council will consider requests from a community group for the loaning of funds or to be a guarantor for a loan. It includes information on what eligibility criteria is required as for the loan and other information to ensure there is governance around the loans.

This has been added to give Council an ability to provide loans to community groups for contributions to strategic capital works projects.

RECOMMENDATION

That the Audit & Risk Committee Meeting recommends to Council:

That the "Treasury Policy**" as reviewed by the** Audit & Risk Committee Meeting on 29 March 2023 be adopted.

Summary of changes		
Page No.	Heading	Comments
1	Purpose	Paragraph added to provide guidance on the consideration of requests from community for a loan or loan guarantee from Council
1	Policy	Heading added for 2.1 Treasury Management

1	Policy	2.2 Loans/Loan Guarantor for Community Groups added to give the Council guidance on community loan management
4	Definitions	Added relevant definitions

Attachments

1. ⇩ Treasury Policy - Reviewed version for Audit 29 March 2023 35

TREASURY POLICY

1. PURPOSE

The purpose of this policy is to underpin Council's decision-making in the financing of its operations in the context of the Annual Budget, Long-Term Financial Plan, Cash Flow, Borrowings and Investments. It is an important financial management tool in the management of Council's financial position.

The policy guides how Council will consider requests from community groups and sporting clubs for Council to loan funds or be a guarantor for a loan for the groups.

2. POLICY

2.1 Treasury Management

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The Treasury Policy provides clear direction ~~to management, employees and Council~~ in relation to the treasury function and establishes a decision framework that:

- Ensures funds are available as required to support approved outlays,
- ~~W~~while ensuring that interest rate and other risks (e.g. liquidity risks and investment credit risks) are acknowledged and responsibly managed:
- Is reasonably likely to minimise on average over the longer term, the net interest costs associated with borrowing and investing
- ~~Also e~~Ensures that outstanding debt is repaid as quickly as possible and therefore that the gross level of debt held by Council is minimised.
- ~~Use either points that consist of either numbering or lettering~~

2.2 Loans/Loan Guarantor for Community Groups

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Council values and recognises the role of community groups and sporting clubs within the Council boundaries and endeavour to support them in a variety of ways. The Treasury Policy provides clear direction about to the ability to consider community loans and being a guarantor to a loan for a community group.

The offering of loans or loan guarantees to community groups will only be considered after all other funding options have been fully exhausted and compliance with the requirements of this policy has been met.

At a time that a community group approaches Council for financial support the Council may agree to:

- Act as a guarantor for the organisation
- Loan the organisation the funding for a specific period of time

Eligibility Criteria

- Be an Incorporated association and a not-for-profit organisation
- Deliver projects and outcomes for the City of Tea Tree Gully Council
- Be financially viable and be able to demonstrate the capacity to successfully manage loan repayments through developing and maintaining appropriate business plans and budgets.
- Provide evidence that the application is approved by the group's governing committee (eg. Meeting minutes)

The loan repayment period will not exceed 10 years.

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The value of the community loans will be for a minimum of $10,000 and the cumulative total not exceed $200,000.

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Interest will be incurred at the current rate of the LGFA Cash Advance Debenture (CAD) plus a 1% margin.

Approved Community Loans will be governed in accordance with an agreed Loan Agreement between the parties. These Loan Agreements will include formal loan repayments terms. Any costs incurred in the drafting of a loan agreement will be borne by the community group.

3. DEFINITIONS

For the purposes of this policy the following definitions apply:

Treasury Functions
Functions that are intended to be included under this policy e.g. borrowings, investments and management of cash flow, debt and investments.

Local Government Finance Authority (LGFA)
A government guaranteed statutory authority established for the benefit of councils and other Prescribed Local Government Bodies within the State.

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Community Loans

Support loans made by Council to community groups and sporting organisations to self fund infrastructure projects.

Community Groups
Includes incorporated Community and Sporting clubs and organisations within the City of Tea Tree Gully.

4. LEGISLATIVE FRAMEWORK

4.1 Legislation

There is no legislative requirement for Council to have a policy relating to this area.

Local Government Act 1999

Section 44 of this Act enables Council to delegate its treasury functions and powers under the Act with the exception of the following powers which cannot be delegated:

- The power to borrow money or to obtain other forms of financial accommodation
- The power to adopt or revise a budget of the Council
- The power to approve expenditure of money on works, services or operations of the Council not contained in a budget adopted by the Council.

Section 44(3)(c) provides that a decision to borrow must be approved by Council.

Section 47 of this Act prohibits Council from directly acquiring shares in a company, however, does not preclude Council from investing money in managed funds, which invest in shares.

Section 48 of this Act requires Council to gather and analyse certain prudential information in relation to major projects.

Section 121 of this Act protects Council employees from civil liability for an honest act, or omission, in the exercise of their duties.

Sections 122 and 123 of this Act provides that Council must have Strategic Plans, an Annual Business Plan, Annual Budget and Asset and Infrastructure Management Plans, and Long-Term Financial Plans. This requires a level of forward planning in relation to the management of Council's funds.

Sections 133 and 134 of this Act provides that Council can:

- Obtain funds from a range of sources, including taxation and borrowing, appropriate to Council carrying out its functions (a very broad power)
- Borrow funds and enter into arrangements to protect against adverse interest rate movements on borrowings.

Section 139 of this Act:

- Empowers Council to invest money and requires that Council:
- Exercises the care, diligence and skill that a prudent person of business would exercise in managing the affairs of other persons
- Avoids investments that are speculative or hazardous in nature
- Without limiting the matters that a Council may consider, provides a list of the matters that Council must consider, so far as may be appropriate in the circumstances, when exercising the power of the investment
- Provides additional matters that Council may take into account when exercising the power of investment
- Permits Council to obtain independent and impartial advice concerning investments and/or the management of investments.

Section 140 of this Act requires that Council review the performance of its investments at least annually.

Local Government (Financial Management) Regulations 2011
Regulation 5 of this regulation requires the preparation and adoption of a Long-Term Financial Plan that includes a summary of proposed operating and capital investment activities, estimates and target ranges adopted by Council for each year of the Long-Term Financial Plan (with respect to an operating surplus ratio, a net financial liabilities ratio and an asset sustainability ratio). A Long-Term Financial Plan must be accompanied by a statement which sets out its purpose, the basis on which it has been prepared and the key conclusions which may be drawn from the estimates, proposals and other information in the plan.

All investments are to be made in accordance with the following legislation:

Trustee Act 1936
This Act is applicable when Council acts as a trustee of funds (e.g. when administering an estate). The provisions relating to investments in the *Local Government Act 1999* are based upon this Act.

4.2 Other references

Council's document including:

a. Delegations Register
b. Fees and Charges Register
c. Financial Sustainability Policy.

5. STRATEGIC PLAN/POLICY

5.1 Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Leadership	
Leadership and advocacy is focused on the long term interests of the community	Ensuring the long-term financial sustainability of Council contributes towards delivering the aspirations for the city and community outlined in the Strategic Plan 2025.

5.2 Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on five key themes of customer care, learning & growth, future capability and sustainable operations. The key theme most relevant to this policy is sustainable operations, in ensuring that we make consistent, informed decisions which are evidence based.

6. POLICY IMPLEMENTATION

This Policy will be implemented by the Chief Executive Officer or relevant portfolio general manager and managed in accordance with Council's scheme of delegations.

Record number	D20/1017
Responsible Manager	Manager Finance & Rating Services
Other key internal stakeholders	General Manager Strategy & Finance
Last reviewed	
Adoption reference	
Resolution number	
Previous review dates	29/01/20/ 11/4/17, 13/5/14, 13/03/12, 8/4/08
Legal requirement	NA
Due date next review	2025
Delegations	

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City of Tea Tree Gully

Audit & Risk Committee Meeting

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29 MARCH 2023

DISPOSAL OF LAND AND ASSETS AND ACQUISITION OF LAND POLICY

Responsible Manager: Manager City Strategy

This policy is required pursuant to the Local Government Act 1999 and has been reviewed as part of the policy review cycle. There have been no changes to legislation to warrant major changes. The content of the policy document has been transferred to the new policy template. Internal stakeholders have been consulted with no changes recommended. Minor changes to improve legibility and for clarification.

RECOMMENDATION

That the Audit & Risk Committee Meeting recommends to Council:

That the "Disposal of Land and Assets and Acquisition of Land Policy**" as reviewed by** the Audit & Risk Committee Meeting on 29 March 2023 be adopted.

Summary of changes		
Page No.	Heading	Comments
6	Roads (including walkways)	Clarified second point in (e) that Council would not consider any walkway closure where adjoining property owners could not reach agreement on the allocation of the land.

		The requirement to call a formal tender has been removed as it is considered that this process would not always resolve the issue and is not a policy matter. Council has the option to call a tender when it is considered appropriate.
7	Community Land	Item (d)(ii) - updated legislation reference.
7	Community Land	Item (d)(iv) - changed 400 metres to 500 metres to align with Council's Open Space Policy.
8	Other References	Added reference to other relevant documents.
15	Leadership	Added comments to explain alignment of policy to the Strategic Plan.
16	Table	Amended to reflect position titles in the current organisational structure.
Changes during or after Audit & Risk Meeting for Council Meeting [date]		
Supporting Information		

Attachments

1. ⇩ Disposal of Land and Assets and Acquisition of Land Policy as at 29 March 2023 ...44

DISPOSAL OF LAND AND ASSETS AND ACQUISITION OF LAND POLICY

1. PURPOSE

The purpose of this policy is to establish a framework of broad principles relating to the Disposal of Assets and Land including Unsolicited Requests from a third party to purchase land and the Acquisition of Land. This Policy incorporates Council's approach to recouping administrative costs that it incurs when it considers a request by a third party to purchase council land, in particular Roads, walkways and Community Land.

The existence of this policy will assist with ensuring a consistent, fair, transparent and accountable approach is maintained and all third-party applications are treated fairly and equitably.

This policy provides guidance for the Disposal of Land and Assets and the Acquisition of Land.

2. POLICY

2.1 Exclusions

The following matters are not intended to be covered by this policy because Council has other more relevant policies in place to manage these matters:

(a) Land sold by Council for the non-payment of rates – this is managed by Council's Late Payment and Sale of Land for Non-Payment of Council Rates Policy.

(b) Easement creation, alteration and extinguishment – this is managed by Council's Easements Management Policy.

(c) Management or maintenance of Assets – these are covered by Council's Asset Management Plans.

(d) Purchase of Assets, other than Land - this is managed by Council's Procurement Policy

2.2 Principles

Council must have regard to the following principles in its Disposal of Land and Assets and the Acquisition of Land:

(a) Open and effective competition
(b) Value for money considering:
  i. Objectives for the sale at the outset of the process (eg to obtain best price, desired community objectives)
  ii. Contribution to Council's long-term financial plans and strategic management plans
  iii. Efficiency and effectiveness
  iv. Costs of various Disposal Methods and Acquisition
  v. Internal administration costs
  vi. Risk exposure
  vii. Value of any associated environmental benefits
(c) Ethical behaviour and fair dealing – Council is to behave with impartiality, fairness, independence, openness and integrity in all discussions and negotiations
(d) Probity, accountability, transparency and reporting
(e) Compliance with all relevant legislation and other obligations
(f) Opportunities to enhance local economic development and growth
(g) Other relevant factors deemed appropriate by Council or the CEO.

2.3 Considerations Prior to Disposal of Land and Assets and Acquisition of Land

2.3.1 Decision to dispose of land

Any decision to dispose of Land and Assets or acquire Land will be made after considering (where applicable):

(a) The usefulness of the Land or Asset
(b) The intention for the use of the Land
(c) The current market value of the Land or Asset
(d) The total estimated value of the Disposal and Acquisition
(e) The annual cost of maintenance
(f) Any alternative future use of the Land including the inclusion of affordable housing
(g) The number of known potential purchasers of the Land
(h) Any duplication of the Land or Asset or the service provided by the Land or Asset
(i) Any impact the Disposal or Acquisition of the Land or Asset may have on the community
(j) Any cultural or historical significance of the Land or Asset
(k) The positive and negative impacts the Disposal of the Land or

Asset may have on the operations of the Council
(l) The long-term plans and strategic objectives of the Council
(m) The remaining useful life, particularly of an Asset
(n) A benefit and risk analysis of the proposed Disposal
(o) The results of any community consultation process
(p) The opportunity to promote local economic growth and development
(q) Any restrictions on the proposed Disposal and Acquisition
(r) The content of any Community Land management plan
(s) Delegation limits, taking into consideration accountability, responsibility, operation efficiency and urgency of the Disposal or Acquisition
(t) Potential revenue from sale – impacted by topography and physical attributes including above and below ground infrastructure; and current property market
(u) Preferred development outcomes such as housing density and development design
(v) Compliance with statutory and other obligations
(w) Any potential land contamination or remediation costs
(x) Any other relevant policies of the Council.

2.3.2 Method of Disposal

The Council will (where appropriate) dispose of Assets or Land through one of the following methods:

(a) Open market sale – advertisement for Disposal through the local paper and where appropriate, a paper circulating in the State, or by procuring the services of a licensed real estate agent and/or auctioneer.

(b) Expressions of interest – seeking expressions of interest from buyers.

(c) Selected tender – seeking tenders from a selected group of persons, companies, organisations, or other interested parties.

(d) Open tender – openly seeking bids through advertisements, tenders, including public auction.

(e) By negotiation – with owners of land adjoining the Land or others with a pre-existing interest in the Land or Asset, or where the Land or Asset is to be used by a purchaser (such as in the

case of an Unsolicited Request) whose purpose for the Land is consistent with the Council's strategic objectives.

(f) Direct sale – advertisement for sale and the nature of the advertisement i.e. public notice, local paper etc.

(g) Joint Venture (in the case of Land) – where Council may partner with a developer to achieve particular outcomes such as a greater return on investment, design outcomes or specific benefits to the community.

(h) Trade-in, especially for plant and equipment replacement.

(i) Auction or charity – such as in the case of second-hand office furniture and equipment, this can include an invitation for staff to purchase the furniture or equipment where Disposal costs are likely to exceed the amount offered by staff.

(j) Other means as deemed appropriate by Council or the CEO (within his or her delegated authority).

2.4 Key principles for Disposal of Land, Roads and Community Land

2.4.1 Land

Council may resolve to dispose of land.

(a) Pursuant to section 201(2)(b) of the *Local Government Act 1999*, where the land forms or formed a Road or part of a Road, the Council must ensure that the Land is closed under the *Roads (Opening and Closing) Act 1991* prior to its Disposal.

(b) Where Land is classified as Community Land, the Council must:
   i. Undertake public consultation in accordance with the Act and Council's Community Engagement (Public Consultation) Policy
   ii. Ensure that the process for the revocation of the classification of Land as Community Land has been concluded prior to its Disposal
   iii. Comply with all other requirements under the Act in respect of the Disposal of Community Land.

(c) Where Council proposes to dispose of Land through the grant of a leasehold interest, the Council must have complied with its obligations, including its public consultation obligations, under section 202 of the Local Government Act.

(d) The Council will not dispose of Land to any Council Member or employee of the Council who has been involved in any process related to a decision to dispose of the Land and/or the establishment of a reserve price.

(e) If Land is to be auctioned or placed on the open market or disposed of by an expression of interest, then (unless the Council resolves otherwise) one independent valuation must be obtained to establish the reserve price for the Land. The independent valuation is made at the time of preparing a notice of revocation as part of the Minister's report.

(f) If Land is to be disposed of via a select tender or direct sale, then (unless the Council resolves otherwise) at least one independent valuation must be obtained to ensure that an appropriate market value is obtained.

(g) The Council will seek to dispose of Land at or above current market valuation by whichever method is likely to provide the Council with a maximum return, unless there are reasons for the Council to accept a lesser return which is consistent with the Council's overall strategic direction. These reasons must be documented in writing.

(h) If the Disposal is not via the open market, the Disposal should be at or above the current market valuation (with due regard to all associated costs to achieve the transaction or such other amount as the Council resolves).

(i) Council may consider imposing conditions on the sale of Land or through other suitable mechanisms in order to achieve desired outcomes such as affordable housing or particular design outcomes.

2.4.2 Roads (including walkways)

(a) Walkways, bridges, pedestrian crossings and over/underpasses form integral links in the pedestrian network. It is

acknowledged that some of the existing walkways will also be part of the Drainage or Pedestrian Networks or form part of the Local Area Bicycle Plan. These walkways are required Assets and should be maintained to facilitate safe and convenient pedestrian access.

(b) Roads including walkways that are not an integral part of these networks could be considered surplus to community requirements and Council may determine these to be available for purchase.

(c) Council may consider expressions of interest from interested adjoining property owners to purchase a Road or walkway. These property owners should own Land that directly adjoins the Road or walkway.

(d) If Council initiates the closure and Disposal of a Road or walkway, no administration costs are charged to the purchasers.

(e) Council will not consider any walkway closure unless the total area involved can be sold to adjoining property owners where:~~:~~ ~~In this regard:~~

i. ~~The total walkway area will not be disposed if this~~the result~~s~~ is~~n~~ an irregular shaped new allotment or with access to two street frontages.

ii. adjoining property owners that are proposing to purchase the land cannot reach agreement regarding the allocation of land to be disposed.
~~If more than the minimum number of purchasers for a walkway are interested in purchasing the walkway (and agreement cannot be reached between the property owners) Disposal will be by way of a formal tender process in accordance with relevant Council policies.~~

2.4.3 Community Land

(a) Neighbourhoods are often characterised by their open space. Open space is an outstanding feature of our City and it is an asset that we want to manage well.

(b) Our strategic approach to managing Community Land in the City will be consistent with relevant strategies and objectives of

the Council that aim to guide the future provision, development and management of all open space in the City of Tea Tree Gully.

(c) The legislative procedure to revoke a land's classification as Community Land is set out in section 194 of the *Local Government Act 1999*.

(d) Before Council resolves to engage with the community regarding the potential Disposal or Acquisition of Community Land the following assessment criteria will be used to determine whether Land should be considered for Disposal (and subsequent revocation) and the potential impact and benefits this would have on the local community:

i. Ecological value – determined by size of Land; distance to core habitat; proportion of surrounding open space in close proximity to the site; extent of Roads and sealed surfaces surrounding the site.
ii. Trees and Vegetation – impact on existing trees and vegetation; significant trees are defined in the ~~Development Act~~Planning Development & Infratructure Act 2016 and Regulations and require development approval for removal or tree-damaging activity.
iii. Character and appeal – affected by the degree to which the Land is used, is landscaped and maintained, what facilities it has and whether it creates a sense of place for the community.
iv. Accessibility – all residents should have access to a local reserve located within ~~4~~500 metres from their home.
v. Recreational value – whether it is formal or passive; value depends on the size of the Land, quality of grassed areas and whether the reserve has amenities such as playground, sporting infrastructure, lighting, pathways, landscaping, seating, toilets, picnic facilities and drinking fountains, etc and proximity to similar facilities.
vi. Cost of maintenance – indicated by the operational costs for horticultural and general maintenance.
vii. Contamination – any known contamination of a site proposed for sale or Disposal will be disclosed to potential purchasers or the site will be suitably remediated prior to sale o~~r~~f Disposal.
viii. Climate change – the degree to which the land may significantly impact on heat island effect.

(e) Proceeds from the sale of Community Land will be reinvested back into the community as determined by the Council. This may include one or a combination of the following:
   i. Allocation of funding for neighbourhood streetscape improvements
   ii. Upgrade of nearby reserves or the portion of land that is retained (in the case of a partial sale)
   iii. Allocation of funding for citywide benefit
   iv. Other options determined by the Council.

2.4.4 Recovery of Administrative Costs (Land, Roads and Community Land

(a) Council's Fees and Charges register sets out the cost for inspection and consultation with other service authorities. These costs will be paid up front by an applicant and prior to the initial report being submitted to Council, or any relevant Committee of Council to partly offset Council's costs in processing the application. These costs are non-refundable unless otherwise resolved by Council.

(b) If Council resolves to proceed with a revocation of Community Land, or similar, in response to a request from a third party all other associated costs including advertising costs, statutory and administration charges, survey, service relocation (e.g. stobie poles, water, sewer, gas mains, Telstra cables), fencing, valuation and conveyancing costs or other costs that the CEO deems appropriate to recover will be the responsibility of the applicant unless otherwise resolved by Council.

(c) Payment of the prescribed amount above will not automatically be deemed to be a commitment from Council to dispose of any Land or Asset but merely a commitment to investigate and prepare a report to Council or any relevant Committee of Council to commence the process. Council may determine, after considering all the relevant facts, to not close or sell the Land, Road or walkway.

(d) Prior to work commencing on any revocation process instigated by a third party under this policy a formal agreement will be entered into based on a standard agreement applying to all applications. The revocation process will not commence until an applicant executes the

formal agreement accepting to pay all of the associated costs incurred by Council (e.g. advertising) and prior to Council proceeding to the next stage.

2.5 Assets – Other than Land, Roads and Community Land

2.5.1 Sale of Assets

(a) The sale of Assets (including Major Plant and Equipment and Minor Plant and Equipment) will be the responsibility of the relevant Council Officer who is responsible for those Assets.

(b) Purchasers of Assets must agree in writing that before purchasing any Asset no warranty is given by the Council in respect of the suitability and condition of the Asset for the purchaser and that the Council will not be responsible for the Asset in any respect following the sale.

2.5.2 Documentation and Delegations

(a) Documentation - To assist in demonstrating that its processes in relation to service provision, Disposal of Land and Assets and Acquisition of Land are cost effective, fair, transparent and accountable, and meet community needs, the reasons for entering into contracts other than those resulting from a tender process will be documented.

(b) Delegations

i. Council will delegate the appropriate authority to the CEO to make decisions regarding the matters covered in this policy where the Disposal of Assets is estimated at less than $1,000,000 (excl. GST).

ii. Council recognises that the community, local businesses and contractors will from time to time have an interest in the manner and approach adopted by Council for the Disposal and Acquisition of Land and Assets. Council may delegate the appropriate authority to the CEO to make decisions regarding the matters covered in this policy including liaising with interested parties regarding the Disposal of Land where a reserve price is set for Land by Council.

iii. Council or its officers with delegated authority will, when making decisions under this policy, act in accordance with the Council's budget, relevant policies, plans,

industrial awards and agreements, code of conduct for council employees, resolutions, and all relevant statutory or common law requirements.

iv. Council acknowledges that the CEO may subdelegate matters related to this policy to employees or other persons employed or engaged by Council.

v. Council may also delegate matters covered by this policy to its committees or subsidiaries.

3. DEFINITIONS

For the purposes of this policy the following definitions apply:

Acquisition

This may include the purchase of land and the transfer of ownership of land either with or without incurring costs.

CEO

Refers to the Chief Executive Officer (including their delegate) of the City of Tea Tree Gully.

Community Land

Means any land that is defined as Community Land in accordance with the Local Government Act 1999.

Disposal

There are various methods available for Council to dispose of its Land and Assets. They may include: open market sale, expressions of interest, tender, auction, direct sale, by negotiation, trade in, exchange, donate or give away.

Land

Includes Community Land, Vacant Land, Operational Land, Road reserves, any legal interest in Land, all buildings (community and operational) on Land and any other Land related Assets.

Infrastructure, Property, Plant & Equipment

Items identified in the Financial Statements of Council's Annual Report, which includes Major and Minor Plant and Equipment

Major Plant and Equipment
Includes all major machinery and equipment owned by Council including all trucks, graders, other operating machinery and major plant items. It does not include Minor Plant and Equipment.

Minor Plant and Equipment
Includes all Minor Plant and Equipment owned by Council including all loose tools, store items, furniture, second hand items removed from Major Plant and Equipment (such as air conditioners, bricks and pavers) and surplus bulk items (such as sand and gravel).

Non-financial Asset
Includes physical assets owned by Council: Land, Buildings, Roads and Major and Minor Plant and Equipment.

Road
The Local Government Act 1999 defines road as a public or private street, road or thoroughfare to which public access is available on a continuous or substantially continuous basis to vehicles or pedestrians or both and includes:

- A bridge, viaduct or subway
- An alley, laneway or walkway.

Unsolicited Request
Any request from an individual, company or group of investors to purchase land from Council or to offer land to Council where Council is not actively seeking Disposal or Acquisition of the land

4. LEGISLATIVE FRAMEWORK

4.1 Local Government Act 1999

4.1.1 Section 36

Section 36 of this Act provides for Council's general power and capacity to enter into contracts and arrangements. The following sections apply to this policy:

(a) Section 36(1)(a)(i) of this Act provides that Council may enter into any kind of contract or arrangement.

(b) Section 36(1)(c) of this Act provides that Council has the power to do anything necessary, expedient or incidental to performing or discharging its functions or duties or to achieving its objectives.

4.1.2 Section 49

Section 49 of this Act states:

(a) Council must prepare and adopt a policy on contracts and tenders, including the sale or Disposal of Land or other Assets.

(b) The policies must:

i. Identify circumstances where the council will call for tenders for the supply of goods, the provision of services or the carrying out of works, or the sale or Disposal of Land or other Assets

ii. Provide a fair and transparent process for call tenders and entering into contracts in those circumstances

iii. Provide for the recording of reasons for entering into contracts other than those resulting from a tender process.

4.1.3 Section 49(a1)

Section 49(a1) of this Act requires Council to develop and maintain policies, practices and procedures directed towards:

(a) Obtaining value in the expenditure of public money.

(b) Providing for ethical and fair treatment of participants.

(c) Ensuring probity, accountability and transparency in all disposal processes.

4.1.4 Section 193

Section 193 of this Act classifies all Local Government Land that is owned by Council as Community Land unless Council has excluded the land from the classification of "Community Land".

4.1.5 Section 194

Under Section194 of this Act, Council may revoke the Community Land classification.

4.1.6 Section 201(2)

Section 201(2) of this Act provides that Council may not sell or dispose of Community Land unless it has first revoked the land's classification as Community Land.

4.2 Roads (Opening and Closing) Act 1991

This Act provides for the opening and closing of roads.

4.2.1 Section 12(3)(a)

Section 12(3)(a) of this Act allows Council to make in principle agreements for the exchange and transfer of Land subject to a proposed road closure with the owners of the Land adjoining that Land.

4.2.2 Section 12(3)(b)

Section 12(3)(b) states that Council will not make an in-principle agreement for the Disposal of Road or walkway unless Council first invites offers from the owners of adjoining Land that is the subject ~~to~~of the proposed Road or walkway closure.

4.3 Other references

Council's document including:

a. Annual Report
b. Long Term Financial Plan
c. Annual Business Plan and Budget
d. Asset Capitalisation Policy
e. Community Engagement (Public Consultation) Policy
f. Easements Management Policy
g. Fees and Charges Register
h. Late Payment and Sale of Land for Non-Payment of Council Rates Policy
i. Open Space Policy
j. Procurement Policy
k. Code of Conduct for Council Members
l. Code of Conduct for Council Employees
m. Resilient East: Regional Climate Change Adaptation Plan
n. Unsolicited Proposals Policy

External documents including:

a. Real Property Act 1886
b. Land and Business (Sale and Conveyancing) Act 1994
c. Real Property (Electronic Conveyancing) Amendment Act 2016
d. Development Act 1993
e. Planning, Development and Infrastructure Act 2016
f. Retail and Commercial Leases Act 1995
g. Residential Tenancies Act 1995
h. Strata Titles Act 1988
i. Crown Land Management Act 2009
j. Community Titles Act 1996
k. Land Acquisition Act 1969

5. STRATEGIC PLAN/POLICY

5.1 Strategic Plan

The following strategic objectives in Council's Strategic Plan 2025 are the most relevant to this report:

Objective	Comments
Community	
People feel a sense of belonging, inclusion and connection with the City and the community	This policy is aligned with these objectives as it assists with decision-making about the current and future need for community Assets and Land in our city, as well as the equipment and Assets needed to manage and maintain the city to a standard that will ensure our community is healthy and safe.
Our services are accessible to all and respond to changing community needs	
People can have a say in decisions that affect them and the key decisions of the Council	
Economy	
A local economy that is resilient and thrives, where businesses are supported to grow and prosper, provide local jobs and sustain our community and visitors and utilize technology to improve the liveability of our city	This policy is aligned with this objective as it recognises that Assets and Land are valuable resources both in an economic and in a social sense, and when disposing or acquiring these, there will be times when the community should have a say. It is also important for Council to hold Assets that are of value to the community and do not place an unjustified burden on the financial position of the Council.
Places	
Streets, paths, open spaces and parks are appealing, safe and accessible	This policy is aligned with these objectives as it considers current and future asset and land needs
Opportunities exist to express and experience art and culture	

Objective	Comments
Neighbourhoods are easy to move around and are well connected with pedestrian and cycle paths that offer an alternative to cars	that contribute to the, sustainability, liveability and uniqueness of the city.
Infrastructure and community facilities are fit for purpose, constructed using sustainable practices and well maintained	
Leadership	
Leadership and advocacy is focused on the long term interests of the community	This policy aligns with these objectives as it proposes a considered approach to the disposal of Council land and assets and acquisition of land including for current and future asset and land requirements that contribute to the, sustainability, liveability and uniqueness of the city.
Planning considers current and future community needs	
Delivery of services is sustainable and adaptable	
Decision making is informed, based on evidence and is consistent	
Major strategic decisions are made after considering the views of the community	

5.2 Organisation Plan

Our Strategic Plan is supported by an Organisation Plan which focuses on five key themes of customer care, learning & growth, future capability and sustainable operations. The key theme most relevant to this policy is sustainable operations, in ensuring that we make consistent, informed decisions which are evidence based.

6. POLICY IMPLEMENTATION

This Policy will be implemented by the Chief Executive Officer or relevant portfolio general manager ~~director~~ and managed in accordance with Council's scheme of delegations.

Record number	D23/1405
Responsible Manager	Manager City Strategy Manager Finance & Rating ~~Operations~~Services
Other key internal stakeholders	General Manager City Operations ~~Director Assets & Environment~~ General Manager Community Services ~~Director Community & Cultural~~ General Manager Corporate Services ~~Director Organisational Services & Excellence~~ General Manager Strategy & Finance Manager Procurement & Contract Management Manager Operations Support Services~~Building Assets & Environment~~ Manager Field Services~~Parks~~ Manager IT Solutions Manager Library Services ~~Arts & Culture~~ Manager Recreation & Leisure Services Manager ~~Civil Assets~~Technical & Engineering Services Manager ~~Civil & Water Operations~~Projects & Contract Delivery ~~Manager Strategic Assets~~
Last reviewed	11/2/2020
Adoption reference	Council
Resolution number	328
Previous review dates	11/02/2020 (Renamed Disposal of Land and Assets and Acquisition of Land Policy) 28/02/17 14/08/12 (Merged policy: includes Recovery of Administrative Costs Associated with the Disposal of Council Land Policy - Roads -including Walkways – and Community Land), 10/08/10
Legal requirement	Section 49 of the *Local Government Act 1999* to have a policy on contracts and tenders including the sale or disposal of land or other assets
Due date next review	
Delegations	

Item 11.5

REPORT FOR	AUDIT & RISK COMMITTEE MEETING
MEETING DATE	29 MARCH 2023

RECORD NO:	D23/12217
REPORT OF:	COMMUNITY SERVICES
TITLE:	INTERNAL AUDIT REPORT - STRATEGIC SOCIAL INFRASTRUCTURE PLANNING

PURPOSE

To consider the internal audit report in relation to an internal audit undertaken by **WSP for Council's strategic social infrastructure planning.**

RECOMMENDATION

1. That the Audit & Risk Committee receives the report **titled "Internal Audit Report – Strategic Social Infrastructure Planning" and dated 29 March 2023, and endorses** the agreed action as follows:

   a. That the roadmap identified in section 7 of Attachment 1 be used to inform and guide the Community Services Service Review.

1. BACKGROUND

Councils are a key provider of programs and activities at a local level, designed to improve the quality of life and wellbeing of our community. These programs and activities may be intended for the general community or target specific activity types/demographic groups such as aged and disability sector, cultural groups, early years, children and young people, and sport and recreation etc. Council's social planning is delivered across multiple Council departments.

Effective social infrastructure planning contributes to developing and supporting social identity, liveability, inclusion and cohesion. A growing and ageing population, increasing urbanisation, migration, advancing technology and changing work patterns will impact the demand and community expectations for social programs and activities.

In accordance with the Internal Audit Plan, strategic social infrastructure planning was identified as one of the proposed activities to be undertaken by an independent provider. There was a delay in commencing this audit due to the availability of suitable external providers, therefore the audit did not commence until the 2022 – 23 financial year.

2. DISCUSSION

The purpose of the internal audit was to undertake a review of the City of Tea Tree Gully's strategic social infrastructure planning (high level planning and delivery of social programs and activities) in order to guide future planning. Social infrastructure is comprised of the facilities, spaces, services and networks that support and improve the quality of life and wellbeing of our communities. This review focussed on social programs, activities and initiatives but excludes social planning relating to infrastructure / physical assets (eg. community facilities, public open space, recreation facilities etc) which has previously been reviewed (as part of the Optimisation of Council owned buildings internal audit).

Council engaged WSP to conduct an internal audit review of its approach to strategic social infrastructure planning. The internal audit included considerations of the following areas:

- Identifying and undertaking a high level evaluation of social programs and activities (excluding events and hirers) provided by Council across all departments (including community development programs, library programs, leisure and recreation programs, and arts and cultural development programs)
- Undertaking a gap analysis of existing social programs and services based on current population / demographic groups (in order to identify over-

represented or under-represented groups) and geographical spread, taking into account future population and demographic forecasts
- Reviewing Council's existing policies, frameworks and plans around social infrastructure planning (or lack thereof) and identifying gaps and improvement opportunities
- Assessing alignment of Council's social infrastructure planning approach to Council's Strategic Plan, and potential gaps in the addressing the challenges and opportunities in the Plan (eg. Ageing population, community expectations, social isolation etc)
- Assessing existing integration and alignment of strategic social infrastructure planning within / across the business and other key documents (eg. Disability Access and Inclusion Plan (DAIP), Public Health Action Plan) and identify areas for improvement
- Identify and assess key risks (using Council's risk matrix) to Council's strategic social infrastructure planning and identify best practice approaches, taking into account existing grant funding and contract obligations

The outcomes / outputs proposed for the internal audit were as follows:

- Develop strategic social infrastructure planning principles and a framework that guides and supports future decision making in line with Council's strategic objectives and key plans (eg. DAIP)
- Provide recommendations on key focus areas where there are gaps or duplication in Council's strategic social infrastructure planning (within the scope of local government), taking into account delivery of social programs and activities by other providers (such as other levels of government, not-for-profit organisations and the private sector)
- Identify high level opportunities (within the above scope) to improve the planning and delivery of social programs and services now and into the future
- Develop recommended priorities/road map for the strategic planning and development of social programs and activities that are supported by evidence based decision making in order to inform future planning (eg. To guide what we do and don't do, and why) – this may extend to partnerships with or referral to other social program providers (outside of local government).

Internal Audit Report

The Internal Audit Report (provided as Attachment 1 to this report) provides a gap analysis of Council's social programs, services and activities and their alignment to Council's Strategic Plan, as well as any gaps in delivering to Council's demographics or geographical spread across the City. The gap analysis also identified what is working well across programs and services. This was then used to develop a road map of opportunities which were consolidated from the report, where risks were assessed, with proposed timeframes identified against each objective of the strategic plan. These have been summarised as follows:

Strategic Objective	Opportunities identified	Risk rating	Timing
1.1 People feel a sense of belonging, inclusion and connection with places, spaces and the community	4	Low	Short to medium term
1.2 Diversity is welcomed and celebrated	31	Low	Short to long term
1.3 There are opportunities for people to volunteer, give back and share their skills with others in the community	1	Medium	Medium term
1.4 Our services are accessible to all and respond to changing community needs	2	Low	Short to long term
1.5 People can have a say in decisions that affect them and the key decisions of Council	2	Low	Short to medium term
3.4 People are supported to develop their leadership and employment capabilities	2	Low	Short term
4.2 Opportunities exist to express and experience art and culture	3	Low	Short term
5.3 Planning considers current and future community needs	2	Low	Short term to ongoing
5.4 Delivery of services is sustainable and adaptable	6	Medium	Short to long term

Traditionally, the Audit Committee monitors delivery of any actions arising out of an internal audit. However, in this case the Service Review Committee (another section 41 Committee of Council) is undertaking a service review for Community Services. Given the strategic and often medium to long term nature of the recommendations provided in the internal audit report, it is recommended that this road map of opportunities be used to inform and guide the Community Services service review, rather than each of the actions being tracked and reported to the Audit Committee.

3. FINANCIAL

The internal audit review was undertaken in accordance with the annual budget allocated to ensure delivery of the Internal Audit Plan.

4. STRATEGIC OBJECTIVES

Strategic Plan

The strategic objectives in Council's Strategic Plan 2025 which are the most relevant to this report are detailed in the road map summarised in section 2 of this report.

5. LEGAL

There are no legal implications in the consideration of this report.

6. RISK – IDENTIFICATION AND MITIGATION

This audit contributes to Council's risk management process by identifying any potential gaps and improvement opportunities in our current approach to social infrastructure planning. Any agreed actions from the findings will work toward mitigating the level of risk to Council in relation to this topic and will ensure our processes and systems are further refined.

7. ACCESS AND INCLUSION

This internal audit report considered access and inclusion as one of the key factors in assessing our social infrastructure planning approach.

8. SOCIAL AND COMMUNITY IMPACT

All opportunities identified in the proposed roadmap contained in Attachment 1 have the ability to guide Council's social and community impact.

9. ENVIRONMENTAL

There are no environmental implications in the consideration of this report.

10. ASSETS

The internal audit considered the work undertaken in the Optimisation of Council owned buildings audit, noting the focus of this review was on social programs and activities of Council regardless of assets utilised.

11. PEOPLE AND WORK PLANS

Resourcing and workplans in delivering on the opportunities in the road map are unknown at this stage and will be further explored as part of the Community Services service review.

12. COMMUNITY AND STAKEHOLDER ENGAGEMENT

No community engagement has been undertaken in relation to this report, noting that internal stakeholders were involved in the development of this report.

13. COMMUNICATIONS OF COUNCIL DECISION

No communication of decisions are required at this stage.

14. INTERNAL REPORT CONSULTATION

The relevant corporate leaders have been included in the consultation process in the preparation of this report.

Name	Position	Consulted about
Matthew Taylor	Acting Manager Community Wellbeing	Attachment 1 – Internal Audit Report
Michael Pereira	General Manager Community Services	Attachment 1 – Internal Audit Report

Attachments

1. ⇩ Final Internal Audit Report - Strategic social infrastructure planning - WSP - March 2023 66

Report Authorisers

Marley Marks Governance & Risk Administration Officer	8397 7270
Ilona Cooper Manager Governance & Policy	8397 7310
Ryan McMahon Chief Executive Officer	8397 7297

City of Tea Tree Gully

March 2023

Strategic social infrastructure planning - internal audit

Report

Question today
Imagine tomorrow
Create for the future

Strategic social infrastructure planning - internal audit Report

City of Tea Tree Gully

WSP
Level 27, 680 George Street
Sydney NSW 2000
GPO Box 5394
Sydney NSW 2001

Tel: +61 2 9272 5100
Fax: +61 2 9272 5101
wsp.com

Rev	Date	Details
3	10/03/2023	Final report

	Name	date	signature
Prepared by:	Sophie Le Mauff, Grace Robinson-Tagg, Steve Rossiter	10/03/2023	
Reviewed by:	Shanti Ditter and Sophie Le Mauff	10/03/2023	

WSP acknowledges that every project we work on takes place on First Peoples lands.
We recognise Aboriginal and Torres Strait Islander Peoples as the first scientists and engineers and pay our respects to Elders past and present.

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March
2023

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Executive summary

WSP was engaged by City of Tea Tree Gully Council to undertake an internal audit of social services, programs and activities delivered by Council, as well as review high-level strategic social infrastructure planning.

Strategic social infrastructure planning

We undertook a review of strategic documents, such as the Strategic Plan 2025, Disability Access and Inclusion Plan and Public Health Plan, to identify current approaches and frameworks to strategic social infrastructure planning, and identify any gaps and improvement opportunities. Interviews were also conducted to understand strategic social infrastructure planning across the business.

As discussed in more detail in Section 2, it was identified that while the Strategic Plan identifies some challenges and opportunities that can be applied to services and programs, it does not provide guidance or a framework regarding how to address these challenges or opportunities. Other existing policies also do not provide a planning approach to delivering social infrastructure, but focus on certain areas of service delivery, without referring back to an overarching planning approach. However several policies do generally describe their alignment to the Strategic Plan e.g. certain objectives or wellbeing pillars.

Review and gap analysis of services and programs

We undertook an audit of current City of Tea Tree Gully programs, services and activities against a range of indicators that were defined, piloted and agreed with Council.

This included 148 programs/services across all departments which was reviewed by Council staff. We produced a high level summary of these social programs overall and by target group – which can be found in Section 4.

Following the audit, key members of departments were interviewed to gain further insight into strategic planning, current community needs and future challenges.

Gap analysis

Based on the findings of the audit and interviews, a gap analysis was conducted which assessed:

- The alignment of Council's social programs, services and activities to Council's Strategic Plan – specifically the relevant aspirations and objectives – and identified gaps and opportunities to improve the planning and delivery of social programs and services now and into the future (Section 5)
- Existing programs and services based on current population, including key demographic groups and age breakdowns, to identify any gaps in provision and opportunities for improvement. This took into account delivery of social programs and activities by other providers (Section 5.2)
- The geographical spread of social programs, services and activities, taking into account areas of need and population density (Section 5.5)

The gap analysis also identified what is working well across programs and services.

Service Planning Framework

A program and service planning framework was designed to guide future decision making, in line with Council's strategic objectives.

This tool will assist Council in deciding whether to stop an existing program, start a new one, or continue delivery. The decision making criteria can be found in Section 6.

Roadmap – strategic objectives, risks, opportunities, strategic challenges

Finally, a road map for the strategic planning and development of social programs and activities was created – aligned with Council's strategic objectives and identifying risks to Council's strategic social infrastructure planning. The roadmap was built upon the opportunities identified in the gap analysis (Section 5), and linked each opportunity with strategic objectives and challenges identified in the Strategic Plan. Detail of the roadmap can be found in Section 7.

1 Project background

1.1 Purpose

The City of Tea Tree Gully engaged WSP to undertake a review of its social programs, services, activities, and initiatives to guide future planning. These programs, services, activities, and initiatives support community wellbeing and quality of life within Tea Tree Gully.

Physical assets such as community buildings are crucial to addressing community need, yet their effectiveness in responding to the evolving needs of residents is largely determined by the programs, services, activities, and initiatives that activate them.

The objective of this project is an assessment of the supply and quality of services and programs in the City of Tea Tree Gully based on agreed criteria. The audit will enable the City of Tea Tree Gully to answer questions about over or under-represented groups, geographical accessibility, capacity to meet needs and expectations, and will assist Council to identify gaps, redundancies and improvement opportunities.

1.2 Scope

This audit and review focuses on social programs, activities and initiatives. These social programs, activities, services and initiatives are best defined as being part of the suite of soft social infrastructure designed to support the community and improve wellbeing and quality of life. Some may be intended for the general community, and others targeted to a specific group. This includes Council-provided services and programs across multiple Council departments (such as community development programs, library programs, leisure and recreation programs). The audit excludes physical social infrastructure and assets, and events and hirers.

Whilst Council-provided services is the key focus, other levels of government, the private sector and not-for-profit organisations will be considered as they also contribute to the broad suite of social services and programs available to the community.

1.3 Methodology

The methodology was divided into three key stages, outlined in the tables below:

Stage 1: Audit framework	
Document review	Review Tea Tree Gully's policy and corporate documents. This identified: — Council's social planning strategic objectives, existing and future challenges, opportunities and gaps — Understand existing services high level community satisfaction with services — Gap in guidelines or framework to guide social infrastructure planning.
Community analysis	Understand who the community is, how it has evolved in recent years and what it will look like in the future. This involved: — Review existing and future socio-economic and demographic data — Understand the range of existing and future needs for the community including specific needs for specific demographic focus areas.

Prepare audit framework	Use information from this stage to prepare the audit framework and indicators to be used during the audit.
Stage 2: Conduct audit	
Audit of current services and programs	Using the audit framework, existing services and programs were assessed via: — Desktop research — Internal engagement with Council staff. These interviews also allowed a deep dive into: — How well current services and programs are performing — Existing gaps — Challenges and opportunities in relation to existing and future service provision Interviews were held with: — Manager City Strategy, Strategic Initiatives Facilitator and Team Leader Planning Strategy — Manager Recreation & Leisure Services, Facility Manager Waterworld Aquatic Centre and Recreation Planning & Facility Coordinator — Team Leader Active Ageing — Facility Manager – Recreation, Arts & Immunisation and Facility Manager Recreation Services — Manager Library Services, Team Leader Library Events & Programs and Team Leader Library Technology & Digital Learning — Team Leader Community Prosperity, Senior Community Projects Officer and Public Art Officer — Manager Community Wellbeing and Team Leader Community Development.
Stage 3: Service analysis, recommendations and roadmap	
Service gaps and opportunities	Using findings from Stage 2 research, this identified: — Existing and future service gaps based on community needs — How well current services and programs are functioning — Challenges and opportunities for planning and delivery improvement.
Service planning framework	Develop service planning framework including: — Key decision making criteria to assist Council's planning, design and delivery of services — Roadmap including identified opportunities, and link to identified principles and key steps.

2 Strategic context

This section summarises the findings of a review of Council's strategic documents. These findings have informed the development of the audit framework.

This review included the following documents:

- Strategic Plan 2025, 2020
- Public Art Policy, 2021
- Library Services Policy, 2020
- Little Libraries Policy, 2021
- Tomorrow's Libraries: Future Directions of the South Australian public library network, 2015; and People Places, A guide for public library buildings, 2012
- Risk Management Policy 2020 and Risk assessment matrix
- Modbury Precinct Activation Policy, 2021
- Economic Development Framework 2020-23
- Volunteer Management Policy, 2021
- Draft Arts and Culture Plan – Stage 1 survey data
- Public Health Action Plan 2021-2026
- Disability Access and Inclusion Plan 2020-2024, 2020
- Various engagement and satisfaction findings from 2020, 2021 and 2022.

A detailed summary is provided in Appendix B and key findings are presented in this section.

2.1 Strategic plan

Current challenges and opportunities identified in the Strategic Plan, of relevance to this audit include:

- Ageing (defined as over 65) – demand for services, active urban lifestyles, public transport, communal and collaborative spaces
- Technology and digital: more services and information are required via digital devices, and there is a need to improve operational efficiency as well as digital literacy
- Social isolation and impacts on physical and mental health
- Access: adequate transport options
- Diversity: gender, race, age, physical and mental abilities, socio-economic status, diversity of background and mindset, life experiences, sexual orientation, and political and religious beliefs. Some of Council's documents recognise existing challenges in ensuring access and inclusivity for all
- Cost of living, with possible implications on the affordability of services and programs
- Lifestyle and health changes e.g. working from home, healthy lifestyles – particularly during and since the pandemic.

As per the Plan's objectives, services and programs should contribute to and support community wellbeing and:

- Contribute to creating a sense of belonging, inclusion and connection

- Welcome and celebrate diversity
- Create opportunities for people to volunteer
- Be accessible to all and respond to changing community needs
- Be safe to use and in places that are fit for purpose and well maintained.

In addition, they may also:

- Support people in developing their employment capabilities
- Provide local jobs
- Help the community to become better equipped and more resilient to climate change.

These may act as principles for social infrastructure planning.

Other documents reviewed also identified the need for equity of access, out of hours activities, and opportunities to continue providing volunteering opportunities. Particular geographic areas may require more support as identified in Council's Public Health Plan.

2.1.1 Wellbeing pillars

Council has developed a series of Wellbeing Pillars that frame the vision of the Strategic Plan. These have been reviewed in the context of this study and provide some indication of what needs may be in Tea Tree Gully. It is acknowledged that Council is not the only organisation responsible to address these.

Wellbeing pillars	**What it means for the audit: services that…**
Healthy: Healthy communities provide opportunities for people to achieve physical, mental and social wellbeing, and includes being able to access nutritious food, housing, quality education, transport, physical activity, quality health care, social connections, achieve goals, social justice etc.	Support access to recreation, learning, supports, healthy foods or health care
Safe: A safe community is one where people can be at home and move around in public places without fear and without risk of harm or injury.	Are safe for all users and staff whether they are accessed from home or in person
Prosperous: A prosperous community is one that is thriving, where individuals are experiencing growth and success and have access to diverse employment and education opportunities, businesses are doing well and the economy is diverse and resilient.	Support lifelong learning, employment, and personal growth
Connected: Connected communities are where individuals participate in meaningful activities and there are opportunities to participate in community life and decision making. People have a sense of purpose about achieving their goals and feel a sense of belonging and connection to the area in which they live.	Connect people and support social cohesion
Vibrant: A vibrant community is one where people enjoy spending time, it has a clear identity and character, people can experience and express art and culture, and the history and heritage of the area is valued.	Opportunities provided for people to learn about their area, history, art and culture
Liveable: A liveable city is one where places and spaces are desirable and accessible, offering housing choices, quality recreation facilities, diverse employment opportunities and transport options for people at all stages of life.	Support access to housing, recreation, employment, transport

2.2 Gaps in the strategic framework

While the Strategic Plan identifies some challenges and opportunities, it does not provide guidance or a framework regarding how to address these challenges or opportunities. The Community objectives (see below) only provide high level principles. The objective that is most targeted to services is Objective 1.4 and only states that services should address needs, which does not help in understanding what needs are.

Challenges	Opportunities	Objectives	Gaps
– Ageing (defined as over 65)– demand for services, active urban lifestyles, public transport, communal and collaborative spaces – Technology and digital: more services and information via digital devices, improve operational efficiency – Social isolation and impacts on physical and mental health – Access: adequate transport options – Population diversity: gender, race, age, physical and mental abilities, socio-economic status, diversity of background and mindset, life experiences, sexual orientation, and political and religious beliefs. – Community expectations – Importance of place	There will be a growing demand for services from the ageing age groups People want to be able to access services at a time and location that suits them Public places and facilities are important spaces to connect People's health may be affected as social isolation increases Technology can help improve how services are delivered Population diversity contributes to wellbeing and prosperity	1. Community 1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community 1.2. Diversity is welcome and celebrated 1.3. There are opportunities for people to volunteer, give back and share their skills with others in the community 1.4. Our services are accessible to all and respond to changing community needs 1.5. People can have a say in decisions that affect them and the key decisions of the Council. 3. Economy 3.4. People are supported to develop their leadership and employment capabilities 4. Places 4.2Opportunities exist to express and experience art and culture 5. Leadership 5.3. Planning considers current and future community needs 5.4. Delivery of services is sustainable and adaptable 5.5. Decision making is informed, based on evidence and is consistent	Does not identify what types of services/programs are required to support the objectives Does not clearly identify what existing and future needs are that can be responded to by adequate services Does not describe what current opportunities are and what gaps may be Does not describe who (other than Council) is, can or should be involved in service delivery

Other documents reviewed also identify challenges and opportunities, risks, benefits and possible partners:

Challenges	Risks to Council objectives should be identified and assessed at project/ program/ event levels. Approach to evolve with changing context. People who feel connected to their community have higher usage of services compared to those who don't feel connected. Refer to Section 3 for a review of health and wellbeing challenges identified in the Public Health Action Plan 2021-2026 Lack of access and inclusiveness for people with a disability, some women, young people and seniors, and many people from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander people. There are some unintentional social and economic barriers There is limited funding to ensure that activities and programs are inclusive of all abilities
Opportunities	Promote social inclusion and diversity via 'Community Art' programs, to involve community members, develop skills and connections Make the case for State and Federal funding where libraries can deliver on their agendas, e.g. literacy Seek opportunities to work with community, educational and business partners to deliver programs with greater impact Implement innovative programmes that develop the skills and knowledge for digital citizenship Develop and implement options for service delivery models that facilitate regional collaboration Opportunity to diversify services in Modbury that meet changing needs: diverse experience, cultural, social, physical – inclusive; support social interaction and healthy lifestyles Support and train volunteers Develop confidence and leadership skills for young people Improved services and program delivery addressing disadvantage in the City Promoting personal skill development and knowledge, achievement of personal goals and life long learning Influencing the attitudes and beliefs within the community that supports inclusion, access and equity for all people Influencing the broader social conditions that effects health and wellbeing (e.g. access to healthy food, jobs etc) Creating physical environments that enable people to be active and prevent ill-health from occurring Protecting people from factors within our environment that challenge health and wellbeing (e.g. immunization services) Progressing the governance, systems and partnerships that will support people and communities to be healthy and well Recognising the diversity of needs (cultural and other) Supporting help-seeking people for challenges, making sure there are adequate services Ensuring the community understands healthy eating and has access to nutritious foods, and immunization and health check services Opportunities for people living with disability to participate in meaningful volunteer opportunities within the City Ensuring that Council information is available in multiple formats Retaining and promoting person-to-person and face-to-face activities Ensuring that all communication channels are accessible and meet best practice standards for people of all abilities Continuing to provide events such as sensory evenings at the library

	Where practicable, developing inclusive social environments to accommodate a spectrum of abilities and anxieties Continuing to deliver Commonwealth Home Support Program funded wellness and reablement focused social programs for people living with disability aged 65 and over Continuing to promote equity in sport Providing disability awareness training for all staff, volunteers and Elected Members including hidden, chronic pain and mental health disabilities Establishing a feedback mechanism to understand the requirements of people living with disability through our request for service system Facilitating community awareness about inclusion and access strategies in conjunction with the NDIS Local Area Coordination Partner and other key disability sector organisations. Investigating the establishment of a Disability Services Providers Network to exchange expertise and resources between businesses, non-government organisations (NGOs) and other levels of government Supporting NGOs and National Disability Insurance Scheme (NDIS) providers to deliver programs and services by offering a subsidised hire fee for use of Council's community facilities Promoting the services and programs offered by NGOs and NDIS providers in the City of Tea Tree Gully in accessible formats Developing an agreement with the NDIS Local Area Coordination Partner to collaborate on projects of priority to both organisations and to provide information about access and inclusion matters affecting residents with a disability Establishing minimum standards for priority parks and reserves that improve access and inclusion for people living with disability and implementing a program of priority actions, including exemplary visitor experiences Assessing the capability requirements of current volunteer roles against the capabilities of people living with disability in the community to identify opportunities for volunteering
Risks	Manage risks, maximise benefits and minimise negative outcomes Be inclusive and transparent
Other service providers	The Library Service works in partnership with State Government and other local councils across the State to ensure the library service is relevant and accessible to everyone within the community. Community, educational and business partners NGOs NDIS providers
Benefits	One document (Little Libraries Policy, 2021) identifies benefits of the little libraries initiative, including increasing connectedness and reducing social isolation of residents by encouraging participation and engagement in their local neighbourhoods. The key enablers of feeling a sense of connection to the community are as follows[1]: a. Belonging to or participating in something – such as a sporting, community or social group or church or volunteering b. Social inclusion c. Supportive physical environment –such as safe streets, where people are able to spend time outside, walking or talking to neighbours, safe and enjoyable parks and recreation opportunities. d. Ensuring, as far as practicable, that the community is accessible for the widest diversity of our population.

[1] Modbury Precinct Activation Policy, 2021

2.3 Implications for social infrastructure planning

The existing policies do not provide a planning approach to delivering social infrastructure. Rather, they each focus on certain areas of service delivery, without referring back to an overarching planning approach. Some policies specifically describe their alignment to the Strategic Plan e.g. certain objectives or wellbeing pillars. Some policies seem to address one or more of the challenges described in the Strategic Plan, with no specific references (for example, the Public Art Policy, by way of its content, addresses the 'Importance of place' challenge).

Interviews revealed that different departments of Council use different approaches to plan their service delivery. Some use a program logic approach, some assess community needs based on Census data, participation data (e.g. Ausplay). Community engagement is used as well as data on the attendance at existing programs. Some departments use a combination of the above. Some teams hold planning days and there seems to be some more widespread coordination to plan school holidays.

This is not a situation that would be unique to Tea Tree Gully, however, it does suggest that there is scope for a more strategic and coordinated approach to service and program planning.

3 Community profile and demographic focus areas

This section summarises findings from the demographic analysis and identifies key demographic focus areas to input in the audit framework, building on the previous indicators and demographic groups identified in the document review.

3.1 Existing population

3.1.1 Community profile

Appendix A contains comprehensive socio-demographic data, however a summary of Tea Tree Gully characteristics compared to Adelaide North and Greater Adelaide is provided below:

Age: Older median age and larger proportion (26.5%) of its population aged 60 years and over. Higher proportion of children aged 0-14

Household type: Higher proportion of family households, households that are couple families without children, and lower proportion of single or group households

Cultural diversity: Larger proportion of residents born in Australia and speak English only at home, but growing proportions of multicultural groups as confirmed during interviews.

Indigenous status: There is a lower proportion of Indigenous Australians. Those living in Tea Tree Gully are very young (median age of 22) with significantly higher rates of unemployment and health conditions

Education: Higher proportions of primary and high school students, and higher levels of educational attainment. 18% of children are developmentally vulnerable in 1 or more domains

Employment: Higher labour force and full time employment

Disadvantage: Lower levels of economic disadvantage or housing stress. 16% of children are living in low income, welfare dependent families

Health: Most common long term health conditions in Tea Tree Gully LGA are arthritis, mental health and asthma. 61.5% of people are satisfied with their health over-all. However between 15% and 20% of the population identified with mental health challenges (higher than the national average). Nearly 1/3 of females and just over 1/4 of males (31.1% and 27.5% respectively) are obese.

Assistance: Lower proportion of residents who require assistance

Demographic target areas were identified through the community profile, document review, and interviews with City of Tea Tree Gully team members. The following target areas were therefore selected as indicators in the audit framework to identify which services focus on these specific groups:

Ageing population (65 and over) including frail age (75 and over): Healthy ageing and the provision of services and programs that promote well ageing will be increasingly relevant as the baby boomer generation continues to move into retirement and have different expectations, needs and lifestyle preferences.
The number of residents of Tea Tree Gully in the older age groups (75 years and over) is increasing.

Carers: As identified through interviews, potential impact of an ageing population and the projected increase in the 'older old', is in relation to the needs of carers. The needs of carers will likely need to be considered in service and program planning into the future.

Culturally and linguistically diverse: Although overall numbers and percentages compared to other areas remain relatively low, Tea Tree Gully's culturally diverse population has been growing. As an example, in 2011 there were 766 residents of Tea Tree Gully LGA who were born in India. By 2021 that number had increased to 3,093, with increasing cultural 'pockets' throughout Tea Tree Gully. Therefore the City's multicultural community was selected as a focus area for review.

People with health needs and/or disability(ies): The 2022 Wellbeing Survey for Tea Tree Gully showed 20% of the respondents either live with a disability or have someone in their household who does. This number was slightly higher than the figure by Australian Institute of Health and Welfare referenced in the report (18% of Australians). This was an increase from 2020, where 15% of Tea Tree Gully residents declared that they or another household member live with a disability. Therefore, people with disability were selected as a target group for inclusion in the programs and services review.

It was also identified during interviews that **younger cohorts** could be difficult to engage with, and have specific needs for services. These age groups were therefore separated into two younger age groups and youth (16-25 years), and incorporated in the audit framework as separate demographic groups to investigate.

LGA wide figures have the potential to mask areas of higher need within the larger Council area. For Tea Tree Gully, we have examined three smaller (Statistical Local Area 2) areas: Hope Valley/Modbury, Valley View/Gilles Plains, and St Agnes/Ridgehaven. These areas were chosen as they appear in other documents, including information from the Public Health Plan, as areas of potentially unique and higher needs.

Key observations from the smaller area data that have implications for service delivery and programming of community activities within Tea Tree Gully include:

- **Hope Valley/Modbury:**
  - Older age profile than other parts of the Tea Tree Gully. While its median age is 41, the same as the LGA median, Hope Valley/Modbury has the smallest proportion of its population under 20 years old (19.9%), and a larger proportion aged 60 years and over (29.3%). This is compared to 23.1% (under 20) and 26.5% (60 and over) for Tea Tree Gully.
  - Lowest percentage of residents who are in the labour force with 56.6%, compared to the LGA figure of 63.2%
  - Lowest median household weekly income with $1,314 and the largest proportion of households whose income is less than $650 per week (21.5%), compared to 15.7% for Tea Tree Gully
  - Highest percentage of people who travel to work by bus (7.7%) and the highest percentage who use public transport to get to work (9.6%)
  - Significantly higher numbers of people self-identify their health as poor. This area also has the highest rates of people experiencing psychological distress.
  - In this area, 67% of people reported physical inactivity.

- **St Agnes/Ridgehaven:**
  - Similar older demographic structure. It has an older median age (43 years, compared to 41 for the LGA) and the largest proportion of its population aged 60 years and over at 29.9%, compared to the LGA average of 26.5%
  - Highest proportions of residents of English and Australia ancestry with 44.2% and 34.8% respectively. This area also has higher relative proportions of people of Scottish, German and Italian ancestry
  - Highest proportion of people who speak only English at home (85.2%) while Valley View/Gilles Plains has the lowest with 61.8%
  - This area also has the highest rates of suicide rates, and 69% of people reported physical inactivity.
- **Golden Grove:**
  - Highest obesity rates
- **Valley View/Gilles Plains:**
  - Slightly higher proportion of residents who identify as Aboriginal or Torres Strait Islander at 1.8%, compared to 1.3% for Tea Tree Gully
  - Smallest proportions of residents who identify as being of either English or Australian ancestry (28.2 and 25.2% respectively). This area also has a higher proportion of people of Indian ancestry with 7.8%.

3.1.2 Personal Wellbeing Index (PWI)

Quotas on age and gender were used in community surveys (in line with the City of Tea Tree Gully demographic profile)

- In 2020, Tea Tree Gully residents had a wellbeing score of (80.2), higher than Australia's average of 75.1. Older residents were generally more satisfied across the different wellbeing items.
- In 2021, the wellbeing score was 78.9, which despite a decline, is a positive wellbeing score.
- In 2022, residents returned a wellbeing score of 76.4. Seven out of the eight wellbeing measures saw declines, with only 43% reporting feeling connected to their community. Changes in results have likely been influenced by the COVID-19 pandemic, with items such as community connectedness impacted by COVID-19 restrictions.

In addition:

- 40-59 year old people were statistically significantly less satisfied with all aspects of their wellbeing in 2022 compared to 2021, with the exception of 'how safe you feel'.
- The declines also tended to be larger among females (with many statistically significant).
- Those aged over 60+ were the most satisfied with wellbeing aspects of their lives, while those aged 18-39 were the least satisfied overall.
- The area of lowest satisfaction - feeling part of your community - was much higher among those aged 60+ (56%), while only 38% and 36% of those aged 18-39 and 40-59 respectively reported feeling part of their community.

2022 Wellbeing Survey

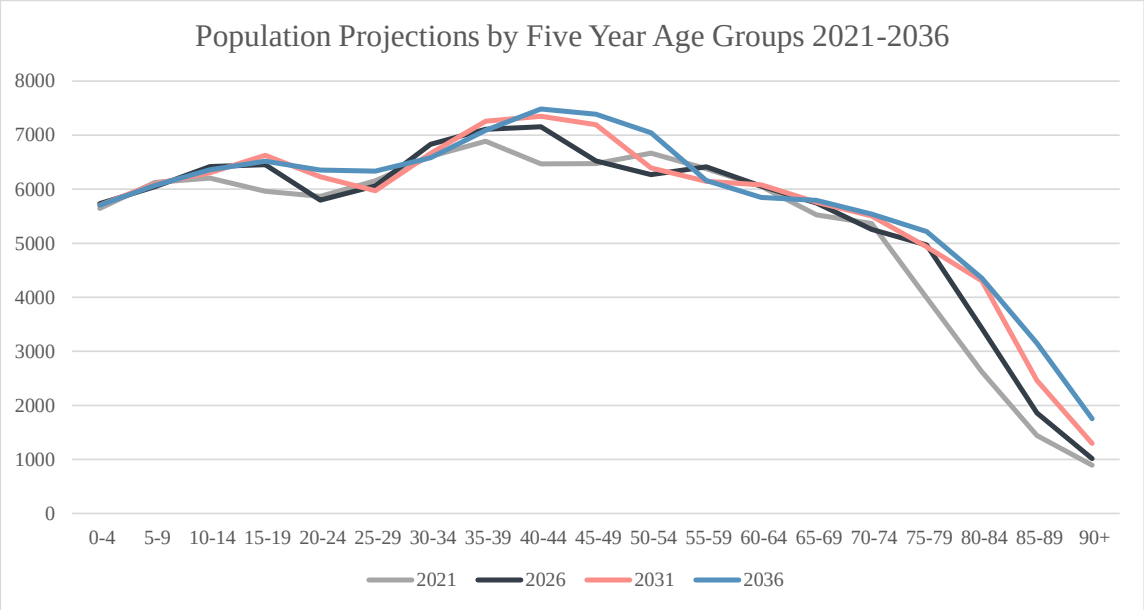
- The majority of the general community (83%) participated in some form of physical activity in the past 12 months, 23% of those participating all within the City of Tea Tree Gully.
- 75% believed that Tea Tree Gully is a place of growth and prosperity, and that diversity is welcomed and celebrated.

3.2 Future population

The South Australian Government, through Data SA, produces LGA level population projections by five year age groups. The most recently available projections are based on 2016 Census data so may be somewhat dated.

The Tea Tree Gully projections (from 2021-2036) show an overall increase in the population from 101,319 in 2021 to 110,739 in 2036. This is an increase of 9,420 people or a 9% increase in total population.

The figure below shows the population projections for each five year age group for Tea Tree Gully LGA, utilising Plan SA population projections.



The largest numerical increases are projected to occur in the following age groups:

— 80–84-year-olds with an increase of 1,729 people to 4,350 people in 2036

— 85–89-year-olds with 1,708 people to 3,149 people in 2036

— 75–79-year-olds with 1,227 people to 5,219 people in 2036.

The largest percentage increases are also in older age groups with:

— 119% in 85–89-year-olds (from 1,441 people to 3,149)

— 96% in 90 years and over (from 893 people to 1,753)

— 66% in 80–84-year-olds (from 2,621 people to 4,350).

Whether considering numerical or percentage increases, the projections suggest significant increases in older age groups in Tea Tree Gully. The implications of this for service delivery are a key consideration for future service and program planning.

According to data retrieved from City of Tea Tree Gully's REMPLAN[2], residents of Tea Tree Gully in 2036 are projected to live predominantly in the Golden Grove Area (27%) and Central East Area (27%), followed by Modbury North Area (15%) and the Southern Area (17%). This is consistent with current geographical spread.

[2] https://app.remplan.com.au/teatreegully/forecast/summary?state=9yeBfzao5uN2ADPtq84lpKtqtrtoAD

4 Audit – analysis of existing services and programs

This section describes the final audit framework and the findings of the review, with a particular focus on the current offer of services and programs and potential under-represented areas of service.

4.1 Audit framework

The audit framework was developed following the review of strategic documents and preparation of community profile. These two steps identified a series of indicators that each service/program can then be assessed against:

- Affordability: is the service/program free or is there a fee?
- Partnerships: is another organisation, including a social enterprise, delivering the service/program in partnership with Council?
- Volunteering: are there volunteering opportunities?
- Digital: does the service respond to the increase in digitisation (e.g. a computer literacy program, or there is a digital version of the service)?
- Catchment and suburb: does the service/program target a specific area (either because of specific needs, or because the area is or will be highly populated) or is it available to all people in Tea Tree Gully or beyond?
- Hours: is the service provided out of business hours/weekends?
- Service or program capacity.
- Ageing population (65 and over) including frail age (75 and over): is the service/program targeting this target group?
- Carers: is the service/program targeting this target group?
- Culturally and linguistically diverse: is the service/program targeting this target group?
- People with health needs and/or disability(ies): is the service/program targeting this target group?
- Younger cohorts, separated into two younger age groups and youth (16-25 years): is the service/program targeting this one or more of these target groups?

Services and programs were also assessed against the Wellbeing Pillars of the Strategic Plan to understand whether the content of the service/program was focused on one or more of the pillars. It was agreed that the 'Safe' Pillar would not be assessed in the audit given the lack of available data:

- Healthy: does the service/program seek to support access to recreation, learning, supports, healthy foods or health care?
- Prosperous: does the service/program seek to support lifelong learning, employment, and personal growth?
- Connected: does the service/program seek to connect people and support social cohesion?
- Vibrant: does the service/program allow people to learn about their area, history, art and culture?
- Liveable: does the service/program seek to support access to housing, recreation, employment, transport?

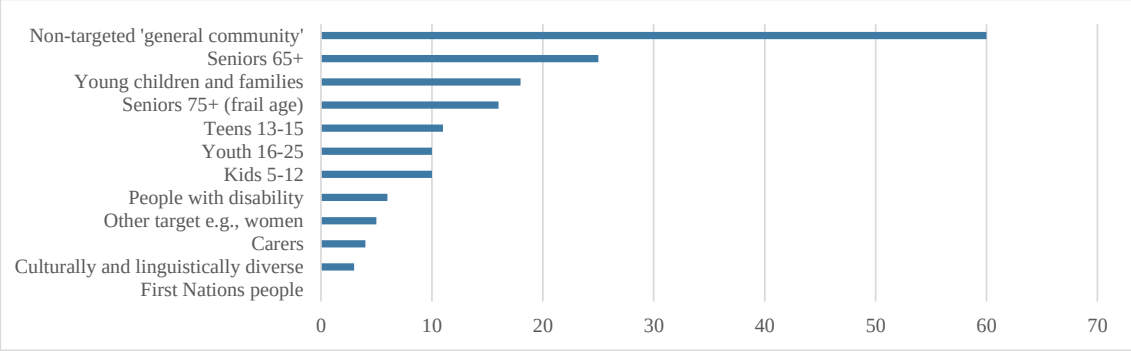
The audit framework was drafted, presented and piloted prior to finalisation. The completed audit framework is provided as a separate attachment.

4.2 Overview of services, programs and activities

A total of 148 services, programs and activities run by City of Tea Tree Gully have been reviewed.

Key overall findings include:

- Almost half of all services, programs and activities are non-targeted, ie for the general adult community, noting there are some minimum age restrictions
- Seniors (65+ years) and young children and families have the highest provision of programs and services
- Programs specifically targeted at CALD and First Nations community members are lowest.



Other key insights include:

Cost and funding source	52 are free programs, services or activities; and 33 cost $5 or less 19 are Commonwealth-funded home services / My Aged Care 12 are Department of Human Services (DHS) funded
Capacity	23 programs are at capacity or fully booked (indefinitely, for the school term or length of program), as shown on their webpages or advised by Council
Volunteer opportunity	37 programs with volunteer opportunities, clearly shown on the webpage or advised by Council
Digital element	29 programs with a digital element – either an online service, or with capacity to register/apply online, or with a focus on technology/digital skills

Hours

In terms of business hours:

- More than half of programs and services operate within standard business hours
- Approximately 25% operate in out of school or business hours, with about a third of these operating on weekends
- Less than 10% operate both in and out of standard business hours, with examples including Gallery 1855 exhibitions and workshops and digital hub one-on-one classes

A high-level overview of programs, services and activities by demographic group is provided below- and analysed in Section 5 below.

	Non-targeted 'general community'	**Ageing population**	**Carers**	**People with disability**	**CALD**	**Young children and families**	**Kids and teens** *5-12 years*	*13-15 years*	**Youth**
		65+ = 20.5% of population 75+ = 9.3% of population	= 13.2% of population	= 5.9% of population	= 16.2% of population (speak a language other than English at home)	Under 5 = 5.2% of population	5-14 years = 12.1% of population		15-24 years = 11.6% of population
No. programs, services, activities	**59** non-targeted programs, services and activities, generally accessible by all but some 16-18+	**27** for seniors (18% of all) **16** do not require participants be independently mobile	**4** for carers (3% of all)	**6** for people with disability (4% of all) 1 specifically for under 65 years	**3** for culturally and linguistically diverse community members (2% of all)	**18** for young children and families, making up around 13% of all	**10** targeted at kids 5-12, making up around 7% of all	**11** are targeted at teens 13-15, making up around 7%	**10** for young people 16-25, making up around 7% of all 2 of these are for under 18s only
Opportunities to engage in arts and culture	**24** engage with art, culture, history and music; such as social acrylic painting, Makers Circle, local history enquiry and Shut Up & Write sessions	**4**; including Café Friends, Sing yourself happy, Gully Travellers	Programs may include art as one of a range of activities	1 opportunity to engage with music: Music by the lake		5 engage with art and music, including Mini Movers, Movers and Shakers, and Crafty Kids	4 engage with art; Something After School kids program, jump start art	5 engage with art; Creative Crafters, and Create school holiday program	1 opportunity to engage with art; Youth Connect

	Non-targeted 'general community'	Ageing population	Carers	People with disability	CALD	Young children and families	Kids and teens		Youth
							5-12 years	*13-15 years*	
Opportunities for recreation	13 recreation opportunities; including mixed netball, basketball, Jubilee walkers, parkruns and Tai Chi in the Park	8; including chair yoga, Pilates for older people, Dance yourself happy 1 accessible for those with limited mobility		Recreation may be offered as part of a range of activities fro Friday Favourites social program		7 recreation focused, including 'Family movement: group fitness', Little Tikes on Bikes and Junior gym	5 recreation focused; Road and Cycle Safety Centre, junior basketball/netball, Net-Attack	3 recreation focused; Junior basketball and netball	3 support recreation activities; Youth Sponsorship Program, junior basketball and netball (up to 18 years), noting 18+ can join adult teams
Support services	4 provide support, including the community bus, Compassion Café and Repair Café	14 provide support, 4 of which are transport services	All provide opportunities for support; including flexible respite and carers support for people with dementia 'Coffee & Conversations'	4 provide support, including door to door library bus, companion dog support program and fruit picking program	All provide support, including learning English classes, English conversation practice groups, and one on one English literacy tutoring	A small number provide support for parents and carers, such as My Little Crawler, an interactive course for babies ages 6 months to walking			

	Non-targeted 'general community'	Ageing population	Carers	People with disability	CALD	Young children and families	Kids and teens		Youth
							5-12 years	*13-15 years*	
Learning opportunities	12 learning opportunities, including Digital Hub classes, events and webinars, Windows 11, iPad and smartphone tutorials			Home library service and door to door library bus may facilitate learning opportunities	All provide learning opportunities	9 learning opportunities for children or parents and carers, including Baby Bounce 0-2 years (literacy and social skills) and My Baby Short Course (range of workshops)	4 learning opportunities; science club for 5-10 years, Something After School and kids school holiday activities	4 learning opportunities; Pathways for Young Entrepreneurs (12+) and work experience	6 learning opportunities, such as work experience, Youth Leadership Program and Youth Connect
Foster social connections	25 foster social connections, such as Garden Group, Neighbourhood events program, social badminton and RC drift matsuri	Almost all foster social connections 2 specific: Friday friendship group, Monday/ Wednesday out and about	3 foster social connections; dementia 'Coffee & Conversations', Dementia Café and the Sunnybrook cancer support group	1 social program: Friday favourites – a social disability program (under 65)		Many programs also foster social connections, between carers and children, such as Mums and Bubs Movement and Saturday Lego	Many also foster social connections, such as after school/holiday programs and recreation activities	Many programs also foster social connections, such as Dungeons and Dragons club and afternoon anime screenings	Many would also foster social connections, such as Youth Connect and Dungeons and Dragons and recreation activities

	Non-targeted 'general community'	Ageing population	Carers	People with disability	CALD	Young children and families	Kids and teens *5-12 years*	 *13-15 years*	Youth
Employment, personal growth and leadership	6 employment and growth opportunities, including support for local businesses, Tea Tree Gully Funding Finder and event attraction and partnership program				English language classes likely also contribute to personal growth and employment capabilities			4 employment, and personal growth opportunities, including Youth Achievement Awards, Pathways for Young Entrepreneurs and work experience	7 provide employment and leadership opportunities; Youth Connect, Youth Leadership Program, Youth Achievement Awards and work experience
Cost	27 free 10 are $5 and under	4 free 10 are $5 and under	None are free; costs range from $2–$5 per session	3 are free	All are free	5 are free 4 cost $5 or less	2 are free 6 have varied cost ranges (recreation and school holiday activities)	5 are free 4 have varied cost ranges (recreation and school holiday activities)	6 are free
Funding source (if relevant)	5 DHS funded	17 Commonwealth-funded home services / My Aged Care 1 DHS funded	3 are Commonwealth-funded home services / My Aged Care	1 is a Commonwealth-funded home services / My Aged Care 1 is DHS funded		5 are DHS funded			

	Non-targeted 'general community'	Ageing population	Carers	People with disability	CALD	Young children and families	Kids and teens		Youth
							5-12 years	*13-15 years*	
Hours	25 operate within business hours only	All operate within business hours, except one	All operate within business hours	5 operate within business hours	2 operate within business hours; one on one tutoring may be more flexible	17 operate in business hours	7 operate out of school hours, two operate during school holiday business hours	8 operate out of school hours, two operate during school holiday business hours	8 operate out of school hours, two operate during business hours
Volunteer opportunity	19 volunteer-delivered	7 offer volunteer opportunities for the community	1 is volunteer-delivered	4 are volunteer-delivered	All three are volunteer-delivered	Two are volunteer-delivered	2 are volunteer-delivered	1 is volunteer-delivered	
Digital element	21 have a digital element, including technology classes, history enquiry service, funding finder and grants programs (online registration)	3 have a digital element, being online registration		2 have a digital element – online registration		1 has a digital element: online story time		1 has a digital element – online registration	1 has a digital element – online registration

	Non-targeted 'general community'	Ageing population	Carers	People with disability	CALD	Young children and families	Kids and teens		Youth
							5-12 years	*13-15 years*	
Capacity	2 at full capacity, Tai Chi in the Park and social acrylic painting (DHS funded)	9 at full capacity; including Chair Pilates, Beyond our Border shopping trips, CHSP home services, Café friends and Gully Travellers groups		1 program is currently full: Friday Favourites – social disability program (DHS funded)	1 program currently has a waitlist: one on one English literacy tutoring	2 are fully booked and one is almost at capacity: My Little Crawler, Curious Cooks, Junior Gym	3 are fully booked: Jump start art, Aussie hoops basketball (5-7 group is full) and junior basketball	2 are fully booked: Dungeons and Dragons club (over 13 years), junior basketball	2 are fully booked: Dungeons and Dragons (over 15 years) and junior basketball (16-18 years)
Location	17 operate from library, Civic Centre or Community Learning Centre 17 from community centres 5 from Golden Grove Arts Centre or Gallery 1855 6 from recreation and aquatic centres 5 online	12 are home-based and/or transport services 14 from community centres or halls 0 from recreation centres or reserves 0 from arts centres or library	1 is home-based 3 are hosted from community centres (John G Tilley Hall and Jubilee Community Centre) 0 from recreation centres or reserves 0 from arts centres or library	4 are home-based; one transports to the library 2 are hosted from community centres (Holden Hill and Jubilee Community Centres) 0 from recreation centres or reserves 0 from arts centres	Two are hosted from the Community Learning Centre and one from the library (Modbury)	4 operate from the library 10 from community centres 3 from recreation centres 0 from arts centres 1 is online	3 operate from the library 1 from Jubilee Community Centre 5 from recreation centres 1 from Golden Grove Arts Centre 0 online	5 operate from the library 2 from recreation centres 1 from Gallery 1855 0 from community centres 1 online	5 operate from the library or Civic Centre 2 from recreation centres 0 from community centres 0 from arts centre 1 online

There are also 15 other targeted programs and activities including specifically for men, for women and those aged over 50 or 55s.

These include:

- Men: Men's workshop group, Men's Shed social group, mens basketball *(at capacity)* and computing for men
- Women: Dance flow for women, Drop in group – women's social morning *(at capacity)*, women's workshop group and ladies daytime netball and basketball
- Over 50/55: Virtual Reality for over 55s, Borrow a tablet from the Library, Nor'easters Over 50s Social Group, Over 50s club badminton, Modfit and Strength for life 50+.

5 Gap analysis

This section summarises the findings of the audit against each relevant objective of the Strategic Plan.

5.1 People feel a sense of belonging, inclusion and connection with places, spaces and the community

Audit and interview findings:

A large proportion of City of Tea Tree Gully's programs align with strategic objective 1.1. Of the 148 services, programs and activities offered by Council, approximately 75 of these were identified to support social connections between community members.

These opportunities to foster belonging and inclusion are provided as a standalone social opportunity in some cases, such as drop in social mornings. Most are provided through recreation or learning activities such as daytime basketball, social acrylic painting, afternoon anime screenings, and garden group. Many of these are held in Council's physical spaces e.g. recreation centres, the library, and community centres, whilst others are held in outdoor spaces, such as Tai Chi in the park. This interaction with Council-owned spaces may also contribute to community members' connection with their local places.

Programs and activities that offer opportunities to connect with other community members appear to be popular across age groups and demographics; with Tai Chi in the park, social acrylic painting, mixed netball, 'Café friends', Gully Travellers, Dungeons and Dragons club, and Friday favourites - a social disability program, being at full capacity.

From a high-level assessment, no significant gaps were identified in relation to objective 1.1 and Council's overall provision of programs, services and activities. Further investigation with participants engaging these activities would determine to what extent sense of belonging and connection is impacted by these programs. Further research with non-users and the broader community would also identify sense of belonging and connection in the broader LGA.

The Disability Access and Inclusion Plan identifies a lack of inclusiveness for people with a disability, some women, young people and seniors, and many people from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander people. The Public Health Plan identifies that 49-66% of the community is satisfied, across all ages, with feeling part of the community. This means that potentially up to half of the population does not feel part of the community, indicating possible gaps in existing offerings. The Public Health Plan also notes that people engaged in volunteering felt more part of the community that those who were not. Further surveys by Council indicated that those aged over 60% were more likely to feel part of their community compared to those aged 18-59.

Other service providers:

There are other organisations active in City of Tea Tree Gully which support sense of belonging and connection to place and community.

For example, Mix It Up – Live life your way, in Surrey Downs, is focused on engaging adults in social and community activities, including those with low to medium support needs. Pathway Community Centre in Modbury offers the OASIS disability group – a social program for teenagers and adults with intellectual disability and their families, and the Creative Connections craft group.

The Modbury Uniting Church - International Community Group provides a place for new arrivals, refugees or migrants to meet on a weekly basis. Local churches also provide access to youth groups and playgroups.

There are also various sporting clubs throughout City of Tea Tree Gully for a range of age groups and interests.

Gap analysis of Council programs and activities		***Recommended opportunities***

Attachment 1

Between 33 and 51% of the population does not feel part of the community. Those aged 18-59 were least likely to feel part of their community.		Refer to actions in the Public Health Plan Actively promote volunteering amongst community members, including younger age groups
At the demographic level, the audit revealed there are less programs for youth (16-25) that specifically support social connections, compared to other targeted age groups (children and seniors) and non-targeted (general community) programs.	→	Explore opportunities to support the target groups identified as potential gaps, if it is determined need is not met by other providers
Interviews also recognised a lack of activation of open spaces including skate parks for youth, and a need for more indoor and outdoor activities. However, it is noted above that there are various sporting clubs in the area to engage with.	→	
There are no programs or activities specifically to foster a sense of belonging for culturally and linguistically diverse community members, noting they may access non-targeted programs offered by Council and those offered by other community organisations.	→	
There is one social disability program for under 65 year olds offered by Council which is at full capacity. This suggests potential demand in this demographic group for this style of program. However, it is acknowledged there are other disability support providers operating in City of Tea Tree Gully supporting social connections.	→	
Additional research required to ascertain demands and needs:	→	Continue supporting community members to connect through adequate programs and services
	→	Identify if social programs at capacity would benefit from further similar programming by Council, or if current provision is sufficient
	→	Conduct engagement to understand if sense of belonging and connection is impacted by participation in current programs

5.2 Diversity is welcome and celebrated

As described in the Strategic Plan, diversity can be in relation to gender, race, age, physical and mental abilities, socio-economic status, diversity of background and mindset, life experiences, sexual orientation, and political and religious beliefs. Due to the scope of this project, this audit has looked at how services/programs address or target a range of demographic groups i.e. the focus areas identified in the previous section: ageing population, people with disability, culturally and linguistically diverse (CALD), First Nations community, children and families, youth. In addition, two other target areas were identified through the research: carers and missing middle (18-50 years of age).

5.2.1 Ageing population (65 and over)

The provision of services and programs that promote healthy ageing will be increasingly relevant as the baby boomer generation continues to move into retirement - with different expectations, needs and lifestyle preferences. As highlighted by the population projections, the number of residents of Tea Tree Gully in the older age groups (75 years and over) is increasing more significant, both numerically and proportionally. This age group, leading into the 'frail' age (75 years and over), will also require different levels of support and care, which has implications for carer support.

Audit and interview findings:

- Of all target groups, seniors have the highest provision of targeted programs and services, with around 30 out of 148 specifically targeted for over 65s.
- People aged 65 and over represent over 20% of the population (2021 Census), and approximately 18% of programs and services are targeted at seniors.
- More than half of seniors programs and services can be accessed by those who are not mobile, noting that approximately 9% of the population is aged 75+.
- The majority of seniors services and programs are Commonwealth funded home services (CHSP), including domestic assistance, door to door shopping bus, Pilates for older people and Friday friendship group. These were identified through webpages or directly from Council.
- Around half are support-based, and the other half focused on social connections and recreation.
- Around half of programs and services are free or $5 and under per session (4 and 10 respectively).
- Nine programs are at full capacity, including CHSP home assist services, Café Friends and Gully Travellers, and recreation activities such as chair pilates, dance yourself happy and gentle exercise for 65 and over.
- Just over half of services and programs operate from community centres or halls, with the remainder being home-based or transport services.

Interviews confirmed there is a dedicated department at Council with a focus on active ageing, with most activities provided under the Commonwealth-funded scheme. More wellness and fitness activities are now offered due to recent feedback received. Other departments at Council also offer activities for older people, particularly senior fitness as part of the Recreation unit.

In the 2020 Community Survey, it was identified that older residents were generally more satisfied across the different Personal Wellbeing Index items, with significantly higher scores for that group on satisfaction with life as a whole, standard of living, personal relationships, feeling part of the community and future security.

Other providers:

There are a number of aged care providers and organisation supporting seniors active in City of Tea Tree Gully, such as Northern Respite Care Services, National Seniors Modbury Branch and the Salvation Army. Council partners with the Council of the Ageing to deliver Strength for life 50+, noting this is for 50 years and over.

What is working well:

There is a dedicated department at Council with a focus on active ageing, with most services and programs provided under the Commonwealth-funded scheme. Some do not require participants to be mobile and are accessible to the seniors with limited mobility. Council offers community transport which supports accessibility for all. More wellness and fitness activities are now offered due to recent feedback received.

Other departments at Council also offer activities for older people, particularly senior fitness as part of the Recreation unit.

Gap analysis

Gap analysis of Council programs and activities		***Recommended opportunities***
Nine services are at full capacity, which indicates demand in these areas identified above	→	Identify if programs and services at capacity would benefit from further similar programming by Council, or if current provision is sufficient
No seniors-targeted programs or services operate at recreation or arts centres, or open spaces, *which may or may not be a gap*	→	Consider opportunities to deliver senior-focused programs in recreation or arts centres, as well as open spaces, to address increasing needs and desire to focus on wellbeing, wellness as well as non-sport activities. This should be considered on a needs basis and involve research with users and non-users, and should include coordination between various Council departments.
Only four services are free (home library service, companion dog support program, fruit picking program and gentle exercise for 65 years and over)	→	The need for more free services, particularly for some disadvantaged groups, could be investigated via research with users and non-users to understand if cost is an impediment
Only one recreation activity can be accessed by those with limited mobility	→	Conduct research to understand potential gaps in services and programs for less mobile community members, particularly around recreation. This could involve cross-department collaboration e.g. between active ageing and recreation teams
Interviews also identified possible gaps in intergenerational activities to connect seniors with younger people	→	Conduct research to understand opportunities for more intergenerational activities to connect seniors with the broader community
Future gaps or challenges:		
The ageing of the population is likely to create a challenge for the future recruitment and reliance on older volunteers to support service and program delivery.	→	This is explored in Section 5.9.5 Resourcing
With the demographics and the nature of future ageing, this area will continue to be significant for service and program delivery in Tea Tree Gully. However, ageing programs are funded through the Commonwealth Government, which have their own objectives, reporting requirements and performance measures. The planning and reporting of this aspect of service delivery, which is significant, is not determined by Council and therefore not actually required to address local strategic priorities or objectives identified in the DIAP (although these may often be consistent with the State Government requirements).	→	Opportunities to align Commonwealth requirements and Council objectives.
There is both a challenge and opportunity related to how services and programs continue to be planned to address the changing needs of a growing and diversifying ageing population,	→	Engage with the community to understand the potentially different needs for older people

which has different expectations than retired generations of the past: — Active and healthy ageing is a key issue, and expectations for engagement, learning, recreation, and leisure opportunities are high. — Value for money for those on fixed incomes remains a key priority.		

5.2.2 People with disability

Audit and interview findings:

— Approximately 6% of the City of Tea Tree Gully population lives with a disability (based on 2021 Census data 'need for assistance') and 4% of programs, activities and services are targeted for people with disabilities

— It is noted that other non-targeted programs and services may also be accessible, as well as programs and services targeted at over 65s

— Six programs and services are specifically targeted for people with disabilities

— One of these is a social program for under 65s, which is at full capacity

— Four offer support; including the home library service and door to door library bus, the companion dog support program and the fruit picking program

— Half are free

— More than half are volunteer-delivered programs

— Four are home/transport-based services, and two are hosted from community centres

— Interviews identified a need for more inclusive programs including inclusive recreation e.g. basketball.

The 2022 Tea Tree Gully Wellbeing Survey illustrated 20% of respondents either live with a disability or have someone in their household who does. This group was older and statistically significantly less satisfied with various aspects of their wellbeing on the PWI index (life as whole, your health, what you are currently achieving in life and how safe you feel). They were less likely to agree that diversity is welcomed and celebrated in the area. They were also more likely to not have participated in any physical activities and have more difficulty travelling around the area. Likewise in 2020, they scored significantly lower on satisfaction with life as a whole, standard of leaving, health and sense of achievement.

Households with a disability were generally less satisfied in 2022, with the exception of Council-run programs, services and events in which they were *more satisfied than residents without a disability*.

While adequate support to respond to the broad range of needs, via the design of targeted services and programs, is essential; the majority of other programs should also be accessible and inclusive for all. This is recognised in Council's DAIP.

Other providers:

There are other disability support providers in Tea Tree Gully, as discussed in Section 5.1 above. In addition to those, another organisation based in Modbury – People Come First, provides support services for people with disabilities and youth in the local community. This includes in home care, school programs, and skills for life courses. There are also NDIS and CHSP service providers in this space.

What is working well:

There are a range of services dedicated to people living with disabilities, including transport solutions for people with varying accessibility needs. Previous survey results indicate that people living with disabilities were generally more satisfied than people without disabilities with Council-run programs and services.

Gap analysis of Council programs and activities		*Recommended opportunities*
As 1.2 identifies, the under 65 social group for people with disabilities is at full capacity However, there are other disability support providers operating in City of Tea Tree Gully supporting social connections	→	Explore opportunities to support younger people living with a disability, if it is determined need is not met by other providers
Most targeted services are support-based, *which may or may not be a gap* Interviews identified a need for inclusive recreation e.g. basketball.	→	Investigate appetite for a broader range of activities beyond support-based e.g. recreation, learning, or if this is met by Council's non-targeted programs, external organisations and NDIS providers Identify with users and non-users if there is a need for targeted programs (including targeted to specific disabilities) or a need for better integration and inclusive features in other Council programs.
Four services are home/transport-based, and two are hosted from community centres, *which may or may not be a gap*	→	Understand from users/non-users if other/more locations would improve accessibility, including open spaces
Future gaps or challenges:		
Most services and programs are volunteer delivered. It will be important to ensure their sustainability	→	Identify measures to sustain volunteer arrangements and ensure adequate training, particularly as more services and programs are planned Investigate ways to involve people with disabilities in volunteering programs
Additional research required to ascertain future demands and needs:	→	Ensure referral/communication about support from NDIS and other organisations is well delivered in multiple formats and languages, recognising the need to integrate cultural diversity requirements. Continue utilising the disability committee for co-design of programs and events

5.2.3 Culturally and linguistically diverse (CALD)

Audit and interview findings:

This target group shows one of the largest discrepancies between the percentage of the population and percentage of total services and programs. The CALD community in City of Tea Tree Gully comprises 16.2% of the total population (percentage of people who speak a language other the English at home) however only 2% of services and programs are targeted specifically at this group. This does need to be interpreted with some caution - comparing proportion of population to proportion of programs provided is not a perfect measure, but serves to highlight potential issues worthy of further consideration.

— There are three programs specifically for CALD community members, all of which are free

— It includes learning English classes, English conversation practice groups, and one on one English literacy tutoring – the latter has a waitlist

— These operate in Modbury, from the Library and Community Learning Centre

— All are free

— Two operate within business hours; one on one tutoring may be more flexible.

The provision of targeted Council services, programs and activities for CALD people may have some gaps, although noting they can also access non-targeted programs as well external service providers. While there may be some value in developing programs and services specifically for the broader CALD community, it is beneficial for Council to consider how existing and newly-developed programs and services can be accessible to these diverse communities, promoted well (such as in community languages), and planned with their input and needs in mind.

Other providers:

Several external organisations provide services for CALD communities, such as Pathway Community Centre in Modbury which offers English classes for migrants and refugees and a drop in centre with emergency relief hampers and counselling. The Modbury Uniting Church - International Community Group provides a place for new arrivals, refugees or migrants to meet on a weekly basis, with services including information and support, English Classes, creche, sewing classes and citizenship classes.

What is working well:

Interviews have identified that culturally diverse community members are involved in volunteering and caring for others. There are grants in place to support these groups. Interviews also identified that some members from certain cultures prefer not to attend certain facilities. In this case, Council explained that a specific program can be developed to either support these people elsewhere or support a community group to deliver a program themselves via community grant.

Gap analysis of Council programs and activities		***Recommended opportunities***
Interviews identified that the CALD community is diverse and heterogenous. It was recognised that gaps exist related to spaces and facilities e.g. needs for spaces for performance, religious gatherings and sport	→	Engage with the multicultural communities to understand needs
Interviews identified that Council currently lacks a resource person with specific expertise in working with CALD communities. This means that when developing programs, staff need to rely on their own generalist experience to attempt to ensure programs and services are accessible to, and inclusive of members of the CALD communities. While staff are making best efforts, the interviews revealed that their planning of services and program planning could benefit from more specific expertise and input.	→	Consider recruiting (or incorporating into an existing role) a multicultural programs/services officer, and consider forming an associated committee as a sounding board
Most are focused on learning opportunities, specifically English learning, which is appropriate. However other learning opportunities, to navigate administrative tasks or financial support for example, could be provided if need exists	→	Research needs for a varied range of programs and services with users and non-users. Additional support could be required for administrative or financial tasks, or health Coordination with other organisations and partners active in the LGA is warranted to avoid duplication
One program has a waitlist (one-on-one English tutoring) representing a potential area of unaddressed demand	→	Explore opportunities to support more one-on-one tutoring, if it is determined further demand exists and need is not met by other providers

Programs are run from one location, generally during business hours, ***which may or may not be a gap***	→	Identify with users and non-users if there is a need for additional locations as well as more activities outside core business hours
Future gaps or challenges:		
It is anticipated that cultural diversity will increase in the future. There will continue to be demand from CALD communities.	→	Monitor changes in cultural diversity, countries of origin/languages, continue to assess needs and coordinate with other external organisations

5.2.4 First Nations community

Inclusion of First Nations community members in services, programs and activities also contributes strongly to objective 1.2, to welcome and celebrate community diversity. There are no targeted Council services, programs and activities for First Nations people, noting they can access non-targeted community services and programs. There may be opportunity to better align with the strategic objective to target this group.

Audit and interview findings:

- There is no specific program for Indigenous people, following the completion of the Gully Winds program. The First Nations community makes up 1.3% of City of Tea Tree Gully's population.
- While there may be some value in developing a specific program for First Nations community members, it may also be beneficial for Council to consider how existing and new programs and services can be accessible First Nations people and planned with their input and needs in mind.
- Interviews mentioned Council currently lacks a resource person with specific expertise in working with Indigenous communities.

Other providers:

Most First Nations service providers are located outside of Tea Tree Gully boundaries. The Maringga Turtpandi Aboriginal Health Service, located in Gilles Plains, provides a range of health, allied health, wellbeing and immunisation services.

Gap analysis of Council programs and activities		***Recommended opportunities***
There are no targeted programs or activities	→	Engage with the Indigenous communities to understand needs
Council currently lacks a resource person with specific expertise in working with Indigenous communities	→	Consider opportunities for increasing understanding on First Nations communities (i.e. recruiting an Indigenous officer or forming an associated committee)
Future gaps or challenges:		
Additional research required to ascertain future demands and needs:	→	Engage with the Indigenous communities to understand (including potentially different needs for older people)

5.2.5 Young children and families (0-5)

Engaging young children and families in Council's provision of services, programs and activities contributes to strategic objective 1.2. The current provision of soft social infrastructure for this group supports this objective, with around 13% of programs targeted to young children under five and families. Children under five make up approximately 5% of the population.

Audit and interview findings:

- There are around 20 targeted programs and activities for children under five and families
- The variety of programs and activities include engaging with arts and music, recreation, learning, and also building social connections

  Examples include: Mini Movers, Movers and Shakers, My Toddler, Crafty Kids, Family movement: group fitness', Mums and Bubs movement, Tots in tutu's, Little Tikes on Bikes and Junior gym
- Other learning focused programs include: Examples include Baby Bounce 0-2 years (literacy and social skills), My Little Crawler (interactive course) and My Baby Short Course (range of workshops)
- While most services are run from community centres, some are also delivered through the library or recreation centres, with one activity online (online story time). There could be an opportunity to investigate open spaces to deliver other activities
- Most programs and activities are run during business hours i.e. not during weekends
- Two are fully booked with another close to capacity: My Little Crawler (6 months to walking), Curious Cooks (2-5 years) and Junior Gym. Programs for newborn babies was recognised during interviews as in high demand.
- Half are free or cost $5 and under.

The current offer seems to address relevant needs with successful attendance. There are high demands and full programs possibly indicating unaddressed demands.

The Public Health Plan noted that 18% of children are developmentally vulnerable in one or more domains and that 16% of children are living in low income, welfare dependant families (with highest proportions in the Hope Valley/Modbury area).

Other providers:

Child care and playgroup service providers are other important organisations involved in servicing young children's needs. The Beatz Dance Company works with Council to deliver Tots in Tutus.

It is acknowledged that the capacity of Council to address demands from growing demographic groups, such as families with young children, is not unlimited. Opportunities may exist to coordinate and collaborate with external service providers as well as preschools and schools, who may have space to provide additional services. It is noted that some teams at Council work with external organisations

What is working well:

There is a large number of programs for children, with specific programs for five years and under. This allows programs to be tailored for needs associated with key age groups. A range of locations are used for service delivery which supports accessibility.

Gap analysis of Council programs and activities		***Recommended opportunities***

Most programs and activities run during business hours (i.e. not on weekends), *which may or may not be a gap*	→	Investigate needs for weekend activities or programs with users and non-users
Three programs are close to or at full capacity	→	Assess programs at capacity to identify if current provision if sufficient and any additional need is met by other similar programs and external providers
	→	Identify existing providers and build or strengthen relationships; implement a strategy to work with external services providers, schools and preschools
Future gaps or challenges:		
Younger age groups will continue to be a significant population group in Tea Tree Gully	→	Investigate future needs through research with families and external providers

5.2.6 Older children (6-15)

The current provision of soft social infrastructure for this group supports this objective, with around 14% of programs targeted at children over five and up to 16, who represent approximately 12% of the population. There can be crossover between this broad age group, and the one above (16+) and below (under five).

Audit and interview findings:

- There are around 20 programs targeted at this age group. Approximately half target children under 12, while the other half target teens aged 13-15
- Programs and activities are spread across arts and culture, recreation and learning opportunities. Teens 13-15 also have access to employment support for example pathways for young entrepreneurs, and work experience
- Examples for younger kids include Something After School kids program, jump start art, Road and Cycle Safety Centre and science club for 5-10 years
- Examples for older kids include junior basketball and netball, creative crafters, afternoon anime screenings and dungeon and dragons club
- Four are fully booked: Jump start art, Aussie hoops basketballs (5-7 group is full), dungeons and dragons club and junior basketball
- The majority operate out of school hours, with two school holiday programs
- Interviews identified that in the absence of a youth officer at Council, there is a disconnect with younger age groups with low rates of engagement – however Council later commented that several staff work in this space including a youth wellbeing officer
- Most have varied cost ranges, such as recreation and school holiday activities, and just under 10 programs are free
- A variety of locations are used to deliver activities, and all programs and activities are face-to-face.

Other service providers:

Schools and out of school care providers, as well as church groups, are other important organisations involved in servicing children's needs. The Adelaide Community Basketball Association and South Australian Netball Association partner with Council to deliver recreation.

What is working well:

As mentioned above, there are a large number of programs for children, with specific programs for those aged six to 15 which allows services to be tailored for needs associated with key age groups. A range of school holidays activities are also planned by involving several departments at Council. A range of locations are used for service delivery which supports accessibility.

Gap analysis of Council programs and activities		***Recommended opportunities***
Four programs are at full capacity	→	Assess programs at capacity to identify if current provision if sufficient and any additional need is met by other similar programs and external providers
All programs and activities are face-to-face, *which may or may not be a gap*	→	Digital opportunities could be investigated, to understand any demand and needs
Most activities are indoors	→	There may be an opportunity to investigate open spaces to deliver activities
Future gaps or challenges:		
Younger age groups will continue to be a significant population group in Tea Tree Gully	→	Investigate future needs through research with families and external providers

5.2.7 Youth (16-25)

The current provision of programs and services for youth makes up around 7% of targeted programs, and the youth age group represent approximately 12% of the population. It is important to note that this age group (particularly 18+) have access to non-targeted community services and programs, such as adult sport and recreation. It is unknown whether this age group actually access these whole of community services, however it is noted that most services occur during school hours.

Audit and interview findings:

- Ten services target this demographic group, including two services for under 18s only (recreation activities)
- The majority of services provide employment, learning and leadership opportunities. Examples include Youth Connect, Youth Leadership Program, Youth Achievement Awards and work experience. There is also a Dungeons and Dragons club for over 15 years, which is at full capacity.
- There are limited targeted Council programs for arts and culture and social connections. Whilst it is assumed recreation can be accessed through junior and adult netball and basketball, there may be further opportunities to target youth
- The majority of programs are free and operate out of school hours
- Most operate from the library or civic centre, with netball and basketball running at recreation centres
- As discussed in Section 5.1, interviews recognised a lack of activation of open spaces including skate parks for youth, and a need for more indoor and outdoor activities

- As discussed above, interviews identified a disconnect with youth and low rates of engagement, which is impacted by the absence of a youth officer at Council.
- Therefore, there may be a lack of Council programs dedicated to youth which are focused on social connections, arts and recreation - if demand exists.

Other Council reports identified a need to develop more leadership skills for young people.

Other service providers:

As discussed in Section 5.1, external organisations also provide services for youth and programs, including People Come First in Modbury which provides support services for youth in the local community such as school programs and skills for life courses. There are also recreation and sports clubs, and church youth groups.

What is working well:

Most services and programs focus on skills learning and youth leadership, with adequate free and out of school hours operations.

Gap analysis of Council programs and activities		***Recommended opportunities***
One program is at full capacity – Dungeons and Dragons club. Junior basketball (up to 18 years) is also full.	→	Assess programs at capacity to identify if current provision if sufficient and any additional need is met by other similar programs and external providers
Most programs and activities are face-to-face, *which may or may not be a gap*	→	Digital opportunities could be investigated, to understand any demand and needs
The youth age group has less targeted provision of social and recreation activities by Council, with a higher focus on leadership, entrepreneurial and work experience activities	→	There may be opportunities to provide targeted social and recreation activities, if demand exists and is not met externally
		There may be an opportunity to investigate open spaces to deliver activities
		There may be opportunities to develop volunteering opportunities to deliver these activities, potentially involving youth members
Future gaps or challenges:		
Youth will be a growing population group in Tea Tree Gully	→	Investigate future needs through research including with external providers. Engage with youth to research unaddressed needs and demands for a greater variety of services and locations

5.2.8 Carers

Inclusion of carers in services, programs and activities contributes directly to objective 1.2, to welcome and celebrate community diversity. Along with ageing of the population, there will likely be more and more carers in Tea Tree Gully. The provision of Council services, programs and activities for carers is aligned to the objective, considering carers can access non-targeted programs as well as NDIS services.

Audit and interview findings:

Carers make up just over 13% of the population, and 3% of total programs, services and activities are targeted specifically for this cohort, which is one of the largest discrepancies. However as mentioned earlier, caution must be exercised in interpreting these figures.

Interviews identified there has been some history with programs for carers in Tea Tree Gully Council, and concerns about the social benefit and efficiency of previous initiatives. However, the needs of carers will need to be increasingly considered due to the ageing population.

- These four services and programs provide opportunities for support and forming social connections, including flexible respite, carers support for people with dementia 'Coffee & Conversations', Dementia Café and the Sunnybrook cancer support group
- These services and programs operate within business hours
- Costs to participate range from $2-$5 per session
- One is home-based and three are hosted from community centres (John G Tilley Hall and Jubilee Community Centre)
- Interviews identified that carers are also often from a non-English speaking background and this may represent a future challenge.

Other providers

The NDIS website states that carers have access to government-funded support programs, as well as respite[3]. Some of these programs, run by Carers SA through the Carer Gateway program, include carer support and planning, counselling and peer groups.

What is working well:

As part of Council's active ageing offer, some programs also offer support for carers.

Gap analysis of Council programs and activities		***Recommended opportunities***
Discrepancy in percentage of population and percentage of targeted programs, services and activities	→	Review current uptake of programs and investigate if further need exists – and if it is met by Council's non-targeted services and programs and external providers
Three services/programs are hosted from community centres, *which may or may not be a gap*	→	Understand from carers if there is a need for more/different locations
Services/programs cost $5 or less per activity, *which may or may not be a gap*	→	Investigate via research with users and non-users to understand if cost is an issue
Future gaps or challenges:		
Another potential impact of an ageing population, and the projected increase in the 'older old', is in relation to carers. The needs of carers are likely to increase in the future, and will need to be considered in service and program planning	→	Understand the needs of carers via appropriate and targeted research to develop a carer-specific program

[3] https://www.ndis.gov.au/understanding/families-and-carers/how-we-can-help-carers

With increasing cultural diversity, more carers may be from a range of backgrounds with specific needs	→	

5.2.9 *Missing middle (18-50)*

Interview findings:

Interviews suggested that as programs and services are mostly targeted at specific groups or issues, there may be some gaps in services and programs for the 'missing middle'. This is those members of the community aged between 18 and 50, who make up the majority of the population. However, as they do not present as a necessarily homogeneous sub-group, their needs can often be missed, and consequently left out of program and service planning considerations.

Previous surveys by Council also indicated that those aged 18-59 were less likely to feel part of their community.

Again, this is also an issue with some complexity. It could be argued that the large variety of recreation and library programs, for example, are targeted, or at least cater for, this general population 'missing middle'. However interviews identified low participation from these age groups. One of the gaps in services and programs for this 'missing middle' may be in arts and cultural activities. This has been identified as a potential gap in the audit process as well as in Council's Community Survey results which indicates a decline in satisfaction with the provision of arts and cultural activities (as reported below in Section 5.8 of this section).

Gap analysis of Council programs and activities		***Recommended actions/opportunities***
Potential missed needs of 18-50 years olds in program and service planning	→	Additional research and engagement to understand the needs of the 'missing middle' to ensure this cohort of the community has access to adequate and appropriate services

5.3 There are opportunities for people to volunteer, give back and share their skills with others in the community

Audit and interview findings:

The audit identified around 40 programs, activities or services that provide opportunities for City of Tea Tree Gully community members to volunteer and share their skills with others. These were clearly noted on Council webpages or advised by Council staff as volunteer-delivered programs and services. It is important to note this is not an exhaustive list and there may be more programs that offer volunteer opportunities, to be determined through close review of the audit by staff members.

Therefore, around 30% of City of Tea Tree Gully's programs and services align well with strategic objective 1.3. It could also mean that 60% of Council's programs are sustainable in the absence of a volunteer workforce, which is equally important for strategic objective 5.4 – delivery of services is sustainable and adaptable. However this should be reviewed in closer detail given the complexities of staffing.

Volunteering opportunities are provided across demographic groups and interest areas, including:

— Support services for the ageing population; home library service, medical transport assistance and companion dog support program

— Library services and classes; Digital Hub one-on-one classes, family history help, English conversation practice groups

— Art activities; Gallery 1885 workshops, 'knit n yarn', and school house sewing circle

— Social and/or support groups; Sunnybrook cancer support group, men and women's workshop groups, TTG Sustainability Group

— Recreation activities; Road and Cycle Safety Centre, seniors carpet bowls, Jubilee Walkers.

Interviews and staff comments identified that City of Tea Tree Gully held a youth volunteer conference in 2021 with 200 students in attendance. It was also noted that culturally diverse community members are involved in volunteering and caring for others.

It is understood that the largest portion of Council's resources for services and programs is staff, but interviews revealed volunteers are a crucial part of service delivery. Tea Tree Gully is in the fortunate position of having a well-established and successful volunteer recruitment program.

A large proportion of the volunteer pool is aged 60 years and over. It is also understood that some programs and services, such as community transport services, are heavily reliant on older volunteers to function.

Other service providers:

As outlined in sections 5.1 and 5.2 above, there are various community organisations and not-for-profits operating in Tea Tree Gully, many of which are volunteer-driven or offer volunteer opportunities.

What is working well:

The City of Tea Tree Gully has a volunteer recruiting system based on needs and on skills, to link community members who may have time and skills with those community members who need support and guidance in a wide variety of areas, which is beneficial. The Volunteer Management Policy and Handbook also shows Council implements a volunteer recognition program to acknowledge support and provide mentoring or training.

Future gaps or challenges		***Recommended opportunities***
Whilst not necessarily a gap in current service and program provision, there are potential challenges and considerations moving forward for objective 1.3: — Ageing of the population may create a challenge for future recruitment and reliance on older volunteers to support service and program delivery. — Recruitment for positions such as bus drivers for community transport may become more challenging, and it will be important to ensure the sustainability of services like this.	→	Continue providing diverse opportunities for community members to volunteer and give back
This demographic challenge with volunteer recruitment and reliance is not unique to Tea Tree Gully. Many areas are faced with an ageing volunteer workforce and do not have a substantial pool of younger volunteers who are likely to give their time or participate in the same way. The type of opportunities younger volunteers are interested in and the time they have available to commit to volunteering is likely to be quite different than older age groups. However, the significant increases in the 'older old' in Tea Tree Gully is likely to present unique challenges. Conversely, the opportunity here is around how Council, through its volunteer	→	— Create pathways to coordinate service delivery and volunteering platforms. — Prepare a Volunteer Strategy – including: a) Identify measures to sustain volunteer arrangements and ensure adequate training, particularly as more services are planned b) Increase the diversity of volunteer profiles, including by involving the key demographic focus areas identified in this report

recruitment, can tap into this new base of retiree knowledge and experience to identify meaningful volunteer opportunities that utilise high levels of expertise within the Tea Tree Gully community. These areas could range from IT, computer literacy, budgeting, small business development, marketing, and an almost endless range of other opportunities.		

5.4 Planning considers current and future community needs

Service and program delivery is currently widespread and reasonably diverse, however, it is not clear to what extent service planning is truly driven by any agreed strategic priorities.

A sentiment expressed in the interviews was that one could devise almost any program and then retrospectively identify how it addresses a particular strategic direction. More often than not, programs and services are planned and implemented in a reactionary manner, in response to adhoc feedback received from the community.

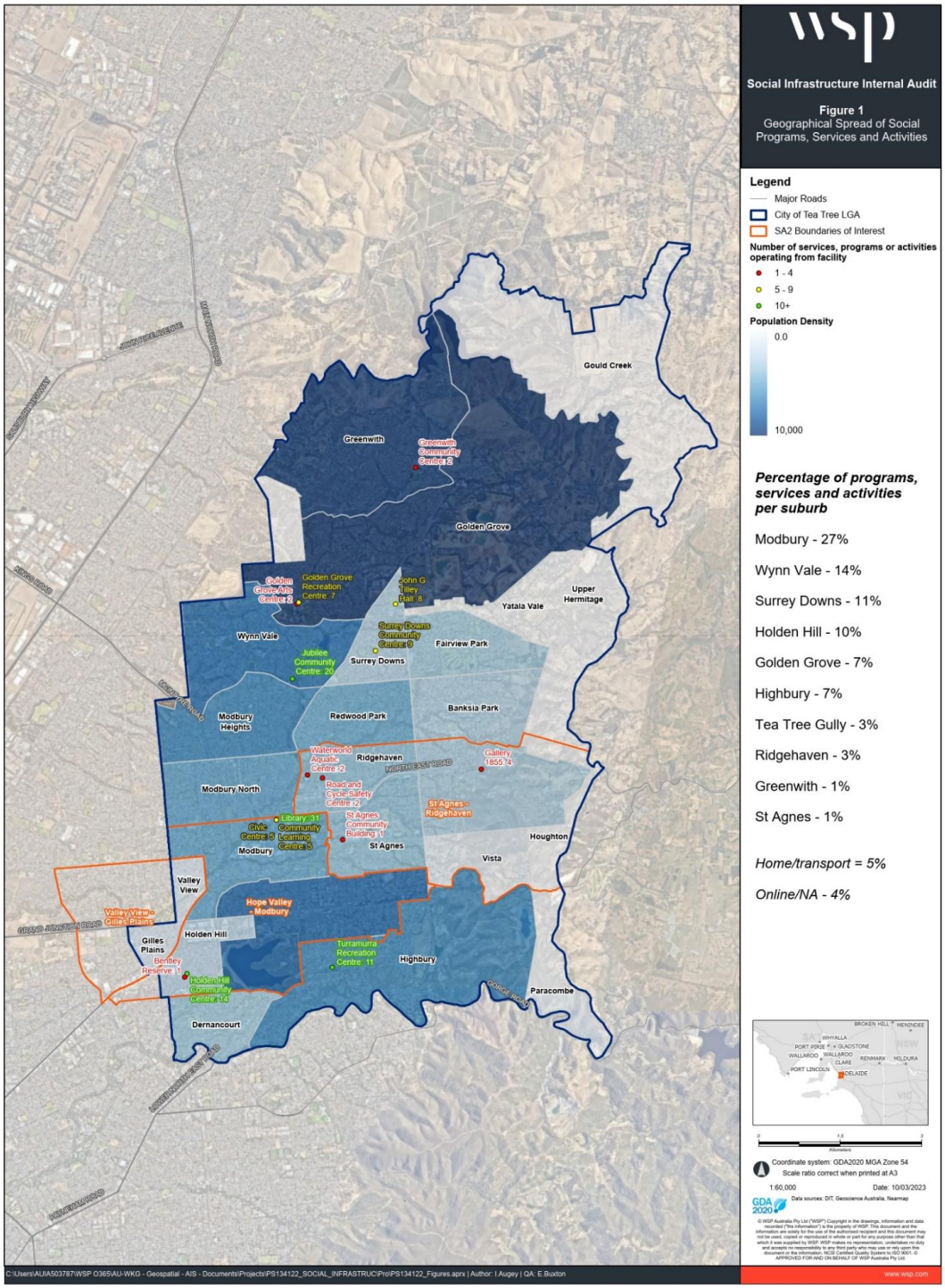
Gap analysis of Council programs and activities		***Recommended opportunities***
Because programs are often funded through grants, the focus is also often on securing grants that have individual metrics or objectives, before considering strategic need or alignment. This in turn means that: – Different departments may work towards different metrics or objectives creating a lack of internal alignment. – Some grants might be doubled up – Some challenges identified in the strategic plan may not be proactively addressed – Some services/programs occur as one-off events. Some programs are duplicated between teams (see following section).	→	While a uniform or universal approach may not be suitable across all of Council services, there is an opportunity to ensure that service and program planning is more consistently driven by Council's strategic priorities. In addition, processes for planning services and programs should be transparent and evidence-based. There is also a need to demonstrate that they are responsive to changing community needs rather than continuing to deliver the same services and programs due to perceived popularity or demand, without any clear method for how this demand is reviewed or assessed.
While the Strategic Plan does provide broad direction, it may be too broad to give clear guidance for service and program planning.	→	During interviews the Strategic Planning team revealed that work on developing more specific strategic priorities is about to be undertaken and this could assist in providing greater clarity to the service planning process.

5.5 Our services are accessible to all and respond to changing community needs – including location of services

Audit and interview findings:

In reviewing the Tea Tree Gully community profile data, key social indicators do not highlight Tea Tree Gully as an area of high need. This is particularly the case in comparison to Northern Adelaide neighbours like Playford and Salisbury. Whilst this is positive in many ways, the needs that do exist in the Tea Tree Gully community are unlikely to effectively

'compete' for funding dollars from State or Federal Government. There are however pockets of greater need in the Council area, that were discussed in the previous community profile, including Hope Valley/Modbury, Valley View/Gilles Plains, and St Agnes/Ridgehaven.



As shown by Figure 1:

- Most densely populated suburbs are Hope Valley, Golden Grove and Greenwith – where a small number of approximately 11 services are located
- The greatest supply of services, programs and activities is in Modbury occur where the library, Community Learning Centre and Civic Centre are located. Over 40 services, programs and activities operate from this hub in Modbury.
- The audit identified 40 programs and activities which provide sport and recreation opportunities. Half of these are delivered through recreation centres (including Waterworld Aquatic Centre, Road and Cycle Safety Centre and Anstey Hill Recreation Park) – with the highest number delivered by Turramurra Recreation Centre.
- Around 60 programs, services and activities operate from Tea Tree Gully's community centres, which are located in various parts of the LGA, close or near more densely populated areas.
- There are few services/programs delivered within or near the least densely populated areas (mainly along the eastern boundary of the LGA).
- The majority of services (76) are delivered within the three areas of higher needs, described in Section 3 (Hope Valley/Modbury, Valley View/Gilles Plains, and St Agnes/Ridgehaven), mainly within the Library/Civic Centre hub, Holden Hill Community Centre and Turramurra Recreation Centre.

With expected population growth, the majority of residents will live in the Golden Grove and Central East Areas (according to REMPLAN projections). This includes the suburbs of Golden Grove, Wynn Vale and Greenwith East, and Surrey Downs, Redwood Park, Fairview Park, Banksia Park, St Agnes, part of Ridgehaven. This is followed by the Southern Area (Hope Valley, Highbury) and the Modbury North Area.

The Golden Grove Area is therefore likely to remain more densely populated, where there are a smaller number of programs and services. Interviews identified that anyone may come in from any local government area to attend a program. Some people do come from other local government areas, especially pensioners, as some of the free activities offered in Tea Tree Gully are not available closer to where they live. Some locations such as Holden Hill attract people from different areas (e.g. mostly adjacent LGAs) due to proximity. Some Tea Tree Gully residents also leave the council area to access services closer to work or that are open out of business hours.

Active ageing programs occur within the Metro North Planning Region and anyone living in this area can participate.

Interviews also revealed a number of lifestyle trends that are occurring in Tea Tree Gully (and in other areas) that should be considered in how programs and services are being planned and delivered. These include:

- Desire for easy to use, low commitment type programs and activities – this trend is thought to be a result of increasing time constraints and the need for people to be juggling multiple demands between home, work, family, friendships etc. As a result there appears to be increasing demand for programs and activities that do not require substantial commitment of either time or money and can be undertaken flexibly
- Time flexibility – as work hours and arrangements continue to diversify beyond Monday to Friday 9am to 5pm, demand is increasing for access to programs and services at a wider range of times. Weekends, evenings and daytime classes (depending on work circumstances) may all be options. Just over half of current programs, services and activities currently operate within business hours only (ie no weekend or out of business hours option).

Other service providers:

A small number of community organisations are based in City of Tea Tree Gully, mostly located in Modbury and Surrey Downs.

What is working well

Areas that are most densely populated and will continue to grow in population, are well serviced by services e.g. Modbury.

Gap analysis of Council programs and activities		*Recommended opportunities*
Some of the most densely populated areas are not serviced by a high number of services, compared to other less populated areas	→	Ascertain needs and opportunities for more services or more activation of existing facilities in Golden Grove area – or need for more locations
Over half of programs operate within business hours, *which may or may not be a gap*	→	Investigate the need for more out of business hours and weekend programs, activities and services with the community to understand if demand exists
Future gaps or challenges:		
Areas that will continue to grow in population may be less well serviced	→	Ascertain needs and opportunities for more services and facilities, particularly in Golden Grove area

5.6 People can have a say in decisions that affect them and the key decisions of the Council

Audit and interview findings:

The audit identified one program specifically for community members to have a say in decisions that affect them and the key decisions of the Council, being the Youth Connect program. However, Council also has a Have Your Say page, which can arguably be considered a service Council provides to the community to facilitate this process.

What is working well:

Most departments request feedback from participants via feedback forms, customer surveys and/or regular surveys.

During interviews, staff described occasions when co-design approaches were used to develop programs. Co-designing was also mentioned as an important opportunity for designing future services/programs.

Gap analysis of Council programs and activities		*Recommended opportunities*
It would be important to ensure that satisfaction surveys result in change based on feedback. It was also noted during interviews that this type of feedback mechanism only addresses users and excludes non-users.	→	Engage with the broader community including non-users to understand needs.
Future gaps or challenges:		
Future services/programs to benefit from more opportunities to make decisions	→	Implement co-design approach when appropriate

5.7 People are supported to develop their leadership and employment capabilities

Audit and interview findings:

There are just under 20 services and programs, out of 148, that specifically support leadership, employment and lifelong learning capabilities. These include:

- Council's advertising and sponsorship program, event attraction program and events partnership program
- Support for local businesses and Tea Tree Gully Funding Finder
- Work experience for high school, TAFE and university students
- Support to learn English, including one-on-one literacy tutoring, conversation groups and learning English classes
- Youth-focused events and programs, including Pathways for Young Entrepreneurs (12+), Youth Connect, Youth Leadership Program and Youth Achievement awards.

There are also technology and digital-focused classes operating out of the library which may also contribute to employment and learning capabilities, including Windows 11, smartphone and iPad tutorials, as well as a PC support group and Digital Hub events and classes.

Of the above programs, services and activities, many are non-targeted and can be accessed by the general community. These are focused on employment capabilities for the most case, rather than leadership. Needs for social entrepreneurship and small businesses were identified during interviews.

Further investigation with participants engaging in these activities would determine to what extent they feel supported to develop these capabilities.

Depending on current uptake, there may be an opportunity to increase the number of programs in this area. Additional research and engagement should be conducted to understand specific community needs.

Other service providers:

There are also other providers in the local youth mentoring space, notably Raise Foundation. There are also private sector companies focused on business advice, such as the Business Enterprise Centre in St Agnes. Council already partners with Grant Guru to deliver the Tea Tree Gully Funding Finder, and also contracts local business mentors.

What is working well:

There are good opportunities for the local youth to develop both their leadership and employment capabilities.

Gap analysis of Council programs and activities		***Recommended opportunities***
There are no programs designed specifically to develop leadership capabilities for the broader community. This may not be an area of need, however it will require further research to determine	→	Additional research and engagement to understand needs for leadership capabilities in the general community
There are currently no targeted programs in leadership and employment capabilities for the ageing population (65+), with most being support-based, or having a recreation, social or creative focus	→	Investigate ambitions for lifelong learning amongst seniors, to develop employment and leadership programs that respond to the needs of seniors if demand exists

5.8 Opportunities exist to express and experience art and culture

Audit and interview findings:

Of the 148 services, programs and activities offered by Council, approximately 50 of these were identified to provide opportunities to express and experience art and culture.

Examples include:

— Gallery 1885 exhibition and workshops and Golden Grove Arts Centre activities

— Local and family history help

— Sewing, crocheting, knitting and other textile activities

— Watercolours for beginners, craft and scrapbooking, children's art classes (jump start art, crafty kids)

— Café friends; a monthly program to learn about different cultures, traditions and cuisines.

Most of these are delivered through community centres and the library, whilst only around six programs and activities operate through Golden Grove Arts Centre and Gallery 1855.

Around half of the programs and activities identified are non-targeted, and can be accessed by the general community. However, it is noted the majority operate during business hours. The remainder are mostly targeted at young children and families (0-5), older children, and seniors.

The 2021 Community Survey results showed a decline in satisfaction in provision of arts and cultural performances and activities.

- Across CATI and social media survey responses, satisfaction declined for provision of arts and culture (64%, down by 5%). This was an area of 'moderate satisfaction' overall.
- In the online survey responses through Council's 'Have Your Say' page, there was 'relatively low' satisfaction with provision of arts and cultural performances and activities, and satisfaction levels were lower than the year before (59%, down by 6%).

The outcomes report for the Tea Tree Gully Township Precinct Plan review in 2019 showed general satisfaction with 'things to see and do', implemented through a number of actions and initiative since development of the Plan. However, open-ended responses revealed a desire for better, expanded support for local artists.

Other service providers:

Council provides a list of local art groups on its website, including Off The Couch Art Group, Tea Tree Studio: a community pottery studio at Golden Grove, Triple T: a craft group run at King's Baptist Church and U3A Modbury: a virtual University of the Third Age delivering online learning via the internet.

Council also partners with the Shut Up & Write organisation to deliver Shut Up & Write sessions, and partners with an experienced artist to deliver 'Jump start art'.

What is working well:

There is an appetite in Tea Tree Gully for arts and cultural activities, with already a large number of activities and programs.

Gap analysis of Council programs and activities		***Recommended opportunities***
There are limited creative activities targeted at the youth age group	→	Engage with the community and/or external organisations to understand needs for these target groups
There are also little to no creative programs and activities specifically for carers, people with disability, and CALD community members – which may or may not be a need	→	

The majority of programs and activities operate during business hours	→	Depending on current uptake, investigate the need for more out of business hours creative activities
A lack of activities and programs specifically for artists was identified in consultation	→	Investigate standalone program/s for local artists
There is one program designed for seniors to learn about other cultures and experience cuisines, which is at full capacity. There is no similar general community program	→	Investigate interest and demand in the broader community to replicate the 'Café Friends' program to learn about other cultures

5.9 Delivery of services is sustainable and adaptable

Findings in this section were not investigated through the audit framework but were identified during interviews.

5.9.1 Coordination

Interview findings

While the audit demonstrates that Council is providing a wide range of services and activities, the interview process revealed differing views on how coordinated this process was and what the mechanisms for coordination were. Interviews with Council staff identified both the Events Calendar and the Program Network meetings or Teams discussion group as mechanisms that were currently used to assist with planning services and programs across Council.

Referrals are often made from one department to another. Some departments are more aware than others about other departments' planned activities by doing online searches, and work to avoid duplication.

Gap analysis of Council programs and activities		***Recommended opportunities***
Despite the existence of these mechanisms, it appears that some duplication, inconsistency and gaps in service and program delivery exist, often because there are many crossovers between departments (for example, active ageing receives increasing demands for wellness and fitness, which requires coordination with recreation). Interviews revealed circumstances where the same or similar programs were run by different parts of Council and that this duplication was only discovered on the day of, or after, the events were held. Some examples were also given where the same events were run by two different parts of Council with one being offered for free and another requiring a fee to be paid.	→	A greater focus on the coordination of program delivery is required. – This may require some supplementation of the existing measures (Events Calendar and Program Network) as well as a more holistic and Council-wide central program tool or process. A better coordinated, centralised, and user friendly, system to keep track of what other teams/individuals are planning or delivering. — In addition to the above tool, a coordinated approach to needs and gaps identification would ensure a consistent effort potentially involving an overarching coordination role across Council programs and services. This could be a new role or the responsibility of existing staff member(s) — Consider inconsistencies of fees across various departments.

5.9.2 Evaluation

Interview findings

Most departments request feedback from participants via feedback forms, customer surveys and/or regular surveys. Some departments conduct program evaluation internally due to grant acquittal requirements, use data from programs, feedback from program coordinators. Some others have a specific evaluation form for each of their programs linking back to the wellbeing pillars.

Evaluating participants' feedback is an important step for most departments as a requirement for funding. For this reason, most evaluation processes are different and focus on different outcomes. As previously mentioned, some departments also focus on participation rather than content or quality of program, or creating overall community benefit that is less measurable than number of participants.

It would be important to ensure that satisfaction surveys result in change based on feedback, rather than using participation metrics as a measure of success only. Establishing an appropriate evidence-based framework that results in service planning improvements is key.

Equally important is that the benefits and value of programs and services are recognised to ensure equitable funding across departments. Ensuring that an evidence-based framework identifies outcomes of services and programs, beyond participation metrics, is also key to achieve this.

Gap analysis of Council programs and activities		***Recommended opportunities***
As previously mentioned, there is no Council-wide framework for service planning, and no common evaluation methods	→	Design and implement consistent evaluation and monitoring measures including feedback mechanisms to ensure that data is received in an appropriate format, that captures needs, and identifies improvements to feed into service planning and provision.

5.9.3 Physical spaces

Interview findings

Gap analysis of Council programs and activities		***Recommended opportunities***
While this project does not seek to provide input into hard infrastructure planning, work to date has identified some challenges that may affect activation of spaces and the overall success of some services/ programs: – As previously mentioned and as identified during interviews, there is a lack of open spaces (or activation of existing spaces) that can support informal sports – There are some accessibility and wayfinding issues particularly for older generations and people living with disabilities; which is addressed in the DAIP – Some facilities have limited car parking – Some older facilities do not comply with some accessibility standards – Some facilities have outgrown demand	→	Investigate needs for community facilities. Link the findings of this report with other work conducted by Council in relation to hard infrastructure (facilities and spaces). Some staff described the untapped potential of churches that are used for community activities in other council areas. This could be investigated further.

– The library only has limited opportunities to cater for demands for study and work areas.		

5.9.4 Funding

Interview findings

Gap analysis of Council programs and activities		***Recommended opportunities***
Each department has different funding models. Some receive funding from State or Commonwealth governments rather, while others are funded by Council only. For some departments, the majority of services are provided free of charge, for example in libraries, whilst others have revenues and expenses and seek to maximise the number of participants. There is therefore inconsistency in program funding, with areas such as informal recreation not benefitting from similar levels of investments compared to formal facilities or sporting clubs; or areas like libraries managing a significantly larger budget than other teams. There is also a discrepancy between operational and capital funds, with significant investment in actual buildings and facilities, and low sums spent on long term resourcing and staffing. This reflects a common focus on building without adequate resources for longer term activation.	→	– There needs to be greater recognition and understanding of the value of service and program delivery in the activation, utilisation and optimisation of investment in capital infrastructure. Evaluation could help support this by identifying social outcomes and benefits created by services and programs. This could then lead to better equity of budgets. – Review all available grants and assess any missed/non-utilised opportunities.

5.9.5 Human resourcing

Interview findings

As mentioned above, Council staff are the greatest resource for delivery of services and programs. However, volunteers are a crucial part of service delivery without which some programs would not function.

What works well:

Some departments such as the library have a work placement program to assist resourcing and provide learning opportunities. Council has also delivered community grants that allow certain groups to design and deliver a program with assistance from Council in the design phase.

Gap analysis of Council programs and activities		***Recommended opportunities***
The challenges of a volunteer-driven workforce are discussed in Section 5.3 above. In addition, there is demand for services and programs outside standard business hours, with shorter and less time-demanding programs. This would also put a strain on staff	→	Opportunity for Council, through its volunteer recruitment, to tap into this new base of retiree knowledge and experience to identify meaningful volunteer opportunities that utilise high levels of expertise within the Tea Tree Gully community. These areas could range from IT, computer literacy,

and Council resources, unless resourced by volunteers or partners (see following section).		budgeting, small business development, marketing, and an almost endless range of other opportunities. Improve volunteer recognition program to acknowledge support and provide mentoring or training.
Risk of relying on volunteering	→	Partnering with other service providers may be an additional solution (refer following section below)

5.9.6 Partnerships

Interview findings

Some departments mentioned during interviews that staff cannot specialise in everything, and some already partner with, for example, recreation organisations. There are also shared use agreements with schools. Recreation centres have filled in spaces between 9am and 4pm with permanent school tenants.

Gap analysis of Council programs and activities		***Recommended opportunities***
As previously mentioned, human resources are a challenge for Council. Areas of need are also not as visible in Tea Tree Gully as they are in other LGAs, and the community sector is not very active in the LGA with few examples of organisations located within the Council area. In terms of shared use agreements with schools, interviews identified a low uptake of such agreements. The audit and previous sections have identified some areas where services are fully booked, potentially representing areas of unaddressed need, and partnerships could help deliver additional services to address this. As previously mentioned there are also demands for more flexibility in service/program offering, with more activities available outside work hours, which can further strain internal resourcing.	→	– It is noted that some external organisations also provide services in Tea Tree Gully e.g. Northern Respite Care Services, National Seniors Modbury branch. These services would contribute to addressing needs for this demographic focus area. Engaging, coordinating services with these external providers would support a more coordinated approach and maximise efficiency of service delivery. There is an opportunity to increase partnerships with these organisations to: — Create pathways to coordinate service delivery and volunteering platforms. — Engage with service providers in the LGA/region to identify needs and demands and opportunities to maximise and coordinate service delivery in Tea Tree Gully, also considering demands for out of business hours activities. — Improve Council's knowledge of active community organisations and strategy to work with them — Create or improve community liaison role e.g. touch point for organisations at Council. – There is also an opportunity to collaborate with adjoining LGAs to maximise efficiencies in terms of facilities/buildings/spaces and resources.

6 Service Planning Framework

This framework seeks to assist Council staff as part of their service planning tasks. It provides a series of decision-making questions that can be used at various stages of the service/program planning/design cycle.

6.1 Vision for services, programs and activities

Vision: Services and programs should contribute to and support community wellbeing and resilience, be planned to respond to existing and future needs, and result in benefits that are measurable.

6.2 Recommendations for decision making (decision making criteria)

The purpose of these criteria is to support Council staff in assessing services and programs in a coordinated manner, including:

- Assessing the alignment of a service/program to Council's objectives, with either 'desirable' or 'required' alignment
- Assessing the need or potential for service/program continuation
- Identifying risks associated with a service/program.

Strategic plan aspirations	**Strategic plan objectives**	**Wellbeing pillar**	**Decision making criteria**
1. Community We create opportunities for people to connect with one another and to their local community.	1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community	Healthy, connected, safe	Is the service/program designed to: — Create opportunities to connect? — Specifically facilitate social connections (social program), or provides social connection as a result of the main activity (e.g. recreation, art)? — Be conducted in a suitable, fit for purpose and safe environment? *Consider for existing programs and services:* — Have participants expressed feeling more included or connected due to the program? — Has there been any safety issues/ due to location, hours of delivery or other
	1.2. Diversity is welcome and celebrated	Vibrant	Is the service/program designed to: — Target a specific community group? — Provide opportunities to engage with different cultures / celebrate diverse cultures — Be accessible by all groups including people with a disability, some women, young people and seniors, and many people from culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander people? — Be delivered by adequately trained staff/volunteers? *Consider for existing service:* — Is the service attended by a range of community profiles?

			— Has there been any report of a participant not feeling comfortable or included?
	1.3. There are opportunities for people to volunteer, give back and share their skills with others in the community	Prosperous	Is the service/program designed to: — Provide volunteering opportunities, including for people with disabilities or from diverse backgrounds? — Be delivered by adequately trained volunteers? *Consider for existing service:* — If any volunteers, what is the age and profile of the volunteer — Does the service rely solely on volunteers?/ Is the delivery of the service at risk due to the age of the volunteers? — Consider: Number of staff vs volunteers, Age profile of volunteers, Years volunteer(s) has/have been involved, Last training for volunteers
	1.4. Our services are accessible to all and respond to changing community needs	Healthy, liveable	Is the service/program designed to: — Be accessible to all (refer Diversity questions above)? — Offer community transport options? — Be accessible by all transport modes including public transport, walking and cycling? — Address a specific community need(s) and which? — Target a certain geographical area/ for what reason? — Contribute to the community's health and wellbeing? — Be a short, medium or long-term service/program to address the above need(s)? What is the planned duration/frequency? — Be provided online? — Support equitable access to digital? — Offer assistance to those are unable to physically access the service? — What days and times of the week/day is the service provided? — Does another similar service run at different times? *Consider for existing service:* — How long has the service been delivered for? — Has the service been adapted in the past to respond to changing needs, context or feedback? — How long have participants been attending for? — What has the participation pattern been (e.g. increasing, reducing, stable)? — Where are participants from (suburb, LGA)? — How do participants get here? — Is information about the service available in a range of languages/formats? — Are participants satisfied with the hours? Has there been reports of dissatisfaction?
	1.5. People can have a say in decisions that affect them and	Connected	Is the service/program designed to: — Respond to community requests/ feedback

	the key decisions of the Council.		Has the service undergone a co-design process? *Consider for existing service:* Has the service/program been adapted to respond to community requests/feedback?
3. Economy	3.4. People are supported to develop their leadership and employment capabilities	Prosperous	Is the service/program designed to: — Develop leadership and/or employment capabilities? For which community group? *Consider for existing service:* How has the service/program supported leadership and employment for participants?
4. Places	4.2. Opportunities exist to express and experience art and culture	Vibrant	Is the service/program designed to: — Provide arts and culture opportunities? — Support artists?
5. Leadership	5.3. Planning considers current and future community needs	Liveable, healthy	Is the service/program designed to: — Respond to an identified need(s) and which? — How was the need identified (e.g. feedback, strategic need, best practice research) — Address a challenge identified in one or more of Council's documents, and which? — Target specific community group(s)/needs groups? Has program design involved external organisations to confirm need, what's already being provided, and to identify priorities? Are other organisations addressing this need with similar services/programs? If yes what is the rationale to duplicate? *Consider for existing service:* — Do(es) the need(s) still exist? — How has the service addressed it effectively? — Have other organisations started new services/programs addressing this need? Are these duplicates? Is this service still needed?
	5.4. Delivery of services is sustainable and adaptable	Liveable, healthy	What is the cost to Council of delivering the program? What are costs to other organisations if any? What are the risks in providing this service? Are there measures in place to mitigate? What is the risk in not providing the service? Are there any negative outcomes of the project? and how can these be addressed? What is the proposed fee for participants? Where is the service delivered from? How many other services are delivered from this location? Has the facility got capacity to accommodate more services?

			Consider for existing service: — Has the delivery cost increased or decreased over time for Council and other involved organisations? — Has the cost to participants increased? — What have been positive outcomes of the service? — And negative outcomes?

7 Roadmap

This roadmap consolidates the opportunities identified in Section 5, against each relevant strategic objective and challenge of the Strategic Plan. Risks are identified for each. These are opportunities for Council staff to address, many of them could involve social research and engagement methods, as well as collaboration with external organisations that currently partner with Council, or those who do not.

- Shorter term opportunities are those identified to ascertain needs.
- Medium opportunities are those identified to address identified needs
- Longer opportunities are those identified to address future challenges, as per Section 5.

Strategic objective	**Risk**	**Risk rating** *(aligned to Council's risk matrix)*	**Opportunities**	**Timing**	**Which challenge/s does this address**
Relevant across objectives	There are duplicated services / programs Community members cannot access programs due to capacity	Medium	Assess and identify if social programs and services at capacity would benefit from further similar programming by Council, or if current provision is sufficient / met by external providers	Short	
1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community	Sense of belonging, inclusion and connection decreases in City of Tea Tree Gully, intensified by effects of the pandemic and working/studying from home	Low	Actively promote volunteering amongst community members, including younger age groups	Medium	Social isolation Importance of place
			Explore opportunities to support the target groups identified as potential gaps, if it is determined need is not met by other providers	Medium	
			Continue supporting community members to connect through adequate programs and services	Medium	
			Conduct engagement to understand if sense of belonging and connection is impacted by participation in current programs	Short	
1.2. Diversity is welcome and celebrated	Diversity is not supported or there are unintentional barriers remaining for one or more community groups – noting diversity will increase in the future.	Low	Understand from users/non-users if there is a need for more/different locations, including open spaces	Short	Population diversity Ageing population
			Conduct research and engagement, including with external providers, to understand existing and future needs for all focus areas identified in this report	Short to long	
			The need for more free services could be investigated via research with users and non-users to understand if cost is an impediment.	Short	

	Other, more inclusive /attractive Councils may attract these diverse populations		Identify with users and non-users if there is a need for more activities outside core business hours	Short	
			Digital opportunities could be investigated, to understand any demand and needs	Short	
	The changing needs of older people are not well understood and/or addressed – potential – potential disengagement and further isolation	Low	**Ageing population**		
			Consider opportunities to deliver senior-focused programs in recreation or arts centres, as well as open spaces, to address increasing needs and desire to focus on wellbeing, wellness as well as non-sport activities. This should be considered on a needs basis and involve research with users and non-users, and should include coordination between various Council departments.	Short to medium	
			Conduct research to understand potential gaps in services and programs for less mobile community members, particularly around recreation. This could involve cross-department collaboration e.g. between active ageing and recreation teams	Short	
			Conduct research to understand opportunities for more intergenerational activities to connect seniors with the broader community	Short	
			Explore opportunities to align Commonwealth requirements and Council objectives.	Medium	
			Engage with the community to understand the potentially different needs for older people	Short	
	The vastly different needs of people with a disability are not well understood and/or addressed – potential disengagement and further isolation	Low	**People with disability**		
			Explore opportunities to support younger people living with a disability, if it is determined need is not met by other providers	Short	
			Investigate appetite for a broader range of activities beyond support-based e.g. recreation, learning, or if this is met by Council's non-targeted programs, external organisations and NDIS providers	Short	
			Identify with users and non-users if there is a need for targeted programs (including targeted to specific disabilities) or a need for better integration and inclusive features in other Council programs.	Short	

			Identify measures to sustain volunteer arrangements and ensure adequate training, particularly as more services and programs are planned Investigate ways to involve people with disabilities in volunteering programs	Medium	
			Ensure referral/communication about support from NDIS and other organisations is well delivered in multiple formats and languages, recognising the need to integrate cultural diversity requirements. Continue utilising the disability committee for co-design of programs and events	Medium	
	The vastly different needs of CALD communities are not well understood and/or addressed – potential disengagement and disconnect	Low	**Culturally and linguistically diverse (CALD)**		
			Engage with the multicultural communities to understand needs	Short	
			Consider recruiting (or incorporating into an existing role) a multicultural programs/services officer, and consider forming an associated committee as a sounding board	Medium	
			Research needs of CALD communities for a varied range of programs and services with users and non-users. Additional support could be required for administrative or financial tasks, or health. Coordination with other organisations and partners active in the LGA is warranted to avoid duplication	Short	
			Explore opportunities to support more one-on-one tutoring, if it is determined further demand exists and need is not met by other providers	Short to medium	
			Monitor changes in cultural diversity, countries of origin/languages, continue to assess needs and coordinate with other external organisations	Short to long	
	The needs of First Nations communities are not well understood and/or addressed – potential disengagement	Low	**First Nations community**		
			Consider opportunities for increasing understanding on First Nations communities (i.e. recruiting an Indigenous officer or forming an associated committee) Engage with the Indigenous communities to understand needs (including potentially different needs for older people)	Medium	
			Children and families		

	The needs of children and families are not well understood and/or addressed	Low	Investigate needs for weekend activities or programs with users and non-users (for families with children under 5)	Short	
			Identify existing providers and build relationships; implement a strategy to work with external services providers, schools and preschools	Short to medium	
			Investigate future needs through research with families and external providers	Short to long	
	The needs of youth are not well understood and/or addressed – potential disengagement and lack of preparation for next step of their lives	Low	**Youth (16-25)**		
			There may be opportunities to provide targeted social and recreation activities, if demand exists and is not met externally	Short to medium	
			There may be an opportunity to investigate open spaces to deliver activities	Short	
			There may be opportunities to develop volunteering opportunities to deliver these activities, potentially involving youth members	Medium	
			Investigate future needs through research including with external providers. Engage with youth to research unaddressed needs and demands for a greater variety of services and locations	Short to long	
	The needs of carers are not well understood and/or addressed – potential disengagement from community or caring duties	Low	**Carers**		
			Review current uptake of programs and investigate if further need exists – and if it is met by Council's non-targeted services and programs and external providers	Short	
			Investigate via research with users and non-users to understand if cost is an issue / if there is a need for more or different locations	Short	
			Understand the needs of carers via appropriate and targeted research to develop a carer-specific program	Short	
1.3. There are	Older profile of volunteers may	Medium	Continue providing diverse opportunities for community members to volunteer and give back	Medium	Leadership

opportunities for people to volunteer, give back and share their skills with others in the community	pose a risk in future delivery of services		— Create pathways to coordinate service delivery and volunteering platforms.
			— Prepare a Volunteer Strategy – including:
			  — Identify measures to sustain volunteer arrangements and ensure adequate training, particularly as more services are planned
			  — Increase the diversity of volunteer profiles, including by involving the key demographic focus areas identified in this report
				Medium	

1.4. Our services are accessible to all and respond to changing community needs	Services/programs are not accessible to all or do not respond to needs	Low	Ascertain existing and future needs and opportunities for more services or more activation of existing facilities in Golden Grove area – or need for more locations	Short to long	Community expectations Population diversity
			Investigate the need for more out of business hours and weekend programs, activities and services with the community to understand if demand exists	Short to long	
1.5. People can have a say in decisions that affect them and the key decisions of the Council.	Decreased satisfaction if feedback or opinion is not sought or addressed	Low	Engage with the broader community including non-users to understand needs and preferences for community members to have their say	Short	Community expectations Leadership
			Implement co-design approach when appropriate	Medium	
3.4. People are supported to develop their leadership and employment capabilities	Limited leadership or employment skills amongst portion of the community	Low	Additional research and engagement to understand needs for leadership capabilities in the general community	Short	Leadership
			Investigate ambitions for lifelong learning amongst seniors, to develop employment and leadership programs that respond to the needs of seniors if demand exists	Short	
4.2. Opportunities exist to express and experience art and culture	Limited opportunities to experience art and culture do not contribute to a diverse and vibrant City	Low	Engage with the community and/or external organisations to understand needs for arts and cultural engagement by: — Youth — CALD — Carers — People with disability	Short	Importance of place Population diversity
			Depending on current uptake, investigate the need for more out of business hours creative activities	Short	
			Investigate standalone program/s for local artists	Short	

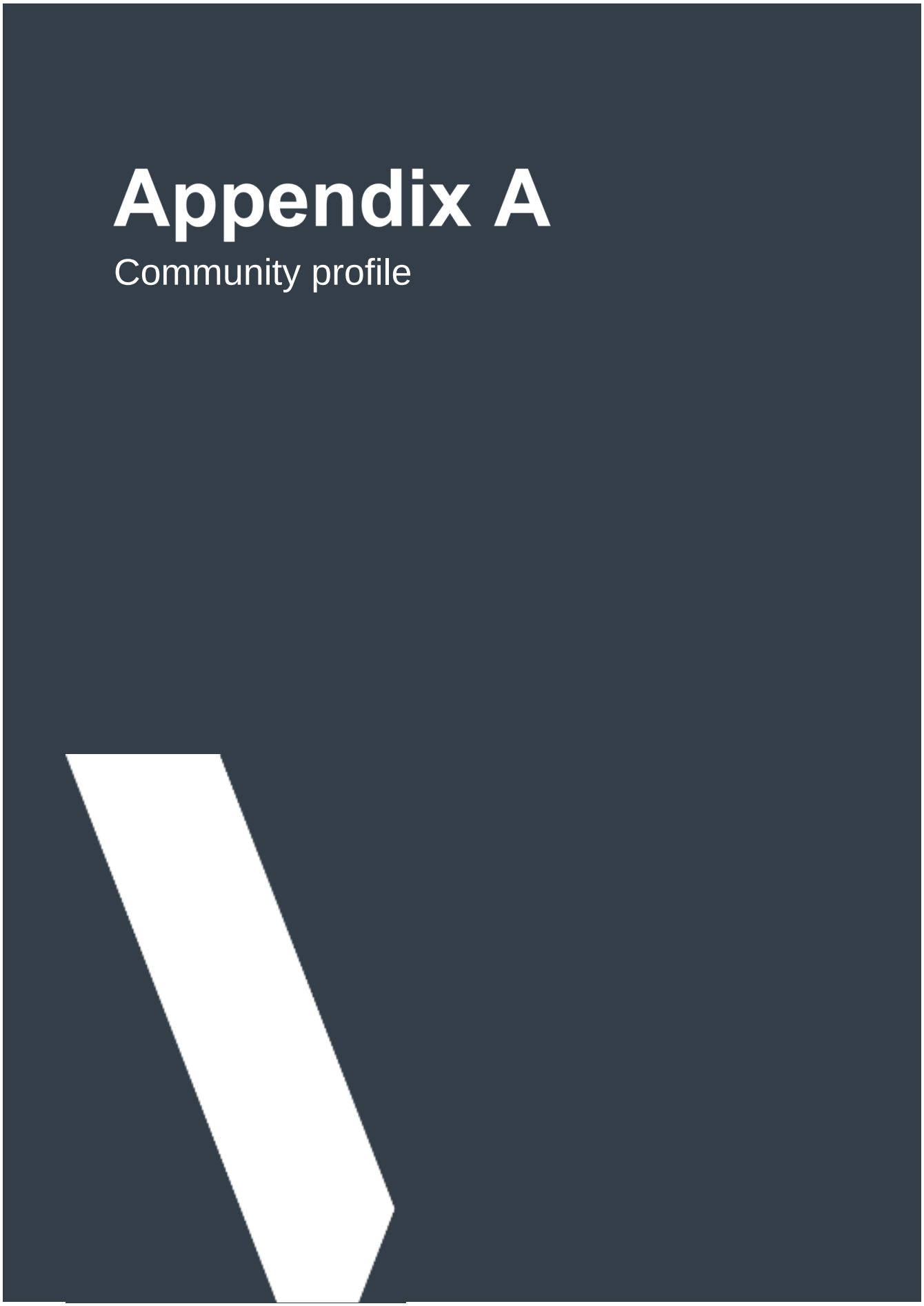
			Investigate interest and demand in the broader community to replicate the 'Café Friends' program to learn about other cultures	Short	
5.3. Planning considers current and future community needs	Services/programs do not respond to needs, and are not adaptable or flexible to respond to future needs	Low	While a uniform or universal approach may not be suitable across all of Council services, there is an opportunity to ensure that service and program planning is more consistently driven by Council's strategic priorities. In addition, processes for planning services and programs should be transparent and evidence-based. There is also a need to demonstrate that they are responsive to changing community needs rather than continuing to deliver the same services and programs due to perceived popularity or demand, without any clear method for how this demand is reviewed or assessed.	Short	Population diversity Community expectations Technology
			During interviews the Strategic Planning team mentioned that work on developing more specific strategic priorities is about to be undertaken and this could assist in providing greater clarity to the service planning process.	Ongoing	
5.4. Delivery of services is sustainable and adaptable	Services programs are not sustainable to operate due to cost, location, lack of coordination or funding, or other direct or indirect negative impacts	Medium	**Coordination** A greater focus on the coordination of program delivery is required. – This may require some supplementation of the existing measures (Events Calendar and Program Network) as well as a more holistic and Council-wide central program tool or process. A better coordinated, centralised, and user friendly, system to keep track of what other teams/individuals are planning or delivering. — In addition to the above tool, a coordinated approach to needs and gaps identification would ensure a consistent effort potentially involving an overarching coordination role across Council programs and services. This could be a new role or the responsibility of existing staff member(s) — Consider inconsistencies of fees across various departments.	Medium	Community expectations Technology

			Physical spaces — Investigate needs for community facilities. — Link the findings of this report with other work conducted by Council in relation to hard infrastructure (facilities and spaces). Some staff described the untapped potential of churches that are used for community activities in other council areas. This could be investigated further.	Short to long	
			Funding — There needs to be greater recognition and understanding of the value of service and program delivery in the activation, utilisation and optimisation of investment in capital infrastructure. Evaluation could help support this by identifying social outcomes and benefits created by services and programs. This could then lead to better equity of budgets. Review all available grants and assess any missed/non-utilised opportunities.	Medium	
			Human resourcing — Opportunity for Council, through its volunteer recruitment, to tap into this new base of retiree knowledge and experience to identify meaningful volunteer opportunities that utilise high levels of expertise within the Tea Tree Gully community. These areas could range from IT, computer literacy, budgeting, small business development, marketing, and an almost endless range of other opportunities. — Improve volunteer recognition program to acknowledge support and provide mentoring or training. Partnering with other service providers may be an additional solution (refer following section below)	Medium	

			Partnerships – It is noted that some external organisations also provide services in Tea Tree Gully e.g. Northern Respite Care Services, National Seniors Modbury branch. These services would contribute to addressing needs for this demographic focus area. Engaging, coordinating services with these external providers would support a more coordinated approach and maximise efficiency of service delivery. There is an opportunity to increase partnerships with these organisations to: — Create pathways to coordinate service delivery and volunteering platforms. — Engage with service providers in the LGA/region to identify needs and demands and opportunities to maximise and coordinate service delivery in Tea Tree Gully, also considering demands for out of business hours activities. — Improve Council's knowledge of active community organisations and strategy to work with them — Create or improve community liaison role e.g. touch point for organisations at Council. There is also an opportunity to collaborate with adjoining LGAs to maximise efficiencies in terms of facilities/buildings/spaces and resources.	Short to long	
	There is no Council-wide framework for service planning, and no common evaluation methods	Low	Design and implement consistent evaluation and monitoring measures including feedback mechanisms to ensure that data is received in an appropriate format, that captures needs, and identifies improvements to feed into service planning and provision.	Medium	

Appendix A

Community profile



A1 Community profile

The following is a summary of the community profile of the Tea Tree Gully community based on the Australian Bureau of Statistics Census of Population and Housing undertaken in 2021. The table below compares Tea Tree Gully (Local Government Area), Adelaide North (Statistical Area 4) which includes Gawler - Two Wells (SA3), Playford (SA3), Port Adelaide - East (SA3), Salisbury (SA3) and Tea Tree Gully (SA3), and Greater Adelaide which is essentially the Greater Adelaide metropolitan area.

Following this broader level profile, the community profile examines some smaller areas within Tea Tree Gully LGA to explore any intra-area differences that may impact service needs and delivery.

Table 1: Age Structure

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Total persons	101,174	455,707	1,387,290
Age			
Median age (years)	**41**	37	39
% of population 0-20 years	23.1	25.2	22.8
% of population 60 years and over	26.5	21.4	24.6

Table 1 shows that Tea Tree Gully LGA has an older median age (41 years) than both Adelaide North (37 years) and Greater Adelaide (39 years). Consequently it also has a larger proportion (26.5%) of its population aged 60 years and over

Table 2: Cultural Background

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Culture			
Aboriginal or Torres Strait Islander (%)	1.3	2.5	1.7
Born in Australia (%)	**72.7**	66.9	68.7
Ancestry			
English	**42**	35.8	36.8
Australian	**33.5**	30.4	30.2
Scottish	8.6	6.9	8.2
German	7.8	6.1	Irish 7.6
Italian	**7.5**	Irish 6.1	6.8
Country of birth			
Australia	72.7	66.9	68.7
England	7.7	5.7	5.7
India	3.1	4.1	3.1
Italy	1	Afghanistan 1.6	1.1
Language			
English only at home (%)	**82.2**	71.3	74.8

Households where a non-English language is used	**16.2**	23.9	22.7
Most common languages other than English			
Punjabi	1.6	2	1.4
Italian	1.4	Vietnamese 2.0	Italian 1.6
Mandarin	1.2	1.3	2.2

Table 2 shows:

— A larger proportion of residents born in Australia (72.7%) with larger proportion identifying as having English, Australian, Scottish heritage. It is noted that Tea Tree Gully also has higher proportions of people identifying as being of German (7.8%) and Italian heritage (7.5%).
— A higher proportion of households who speak only English at home (82.2%). Other than English most common languages are Punjabi (1.6%), Italian (1.4%) and Mandarin (1.2%).

Table 3: Education

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Education			
Type of educational institution attending			
Preschool (%)	5.6	5.8	5.7
Primary (%)	**33.4**	31.9	29.6
Secondary (%)	**22.8**	20.6	20.6
Tertiary (%)	24.9	23.1	27.5
Level of highest educational attainment			
Bachelor level or above	**21**	17.4	25.9
Diploma or Advanced Diploma	**10.4**	8.3	9
Certificate Level IV	**4.3**	3.9	3.5
Certificate Level III	**16**	15.1	13.1
Year 12	15.7	16.3	15.8
Year 10	9.2	10.5	8.4
Year 9 or below	6.2	6.3	6.8

Table 3 shows:

— Higher proportions of students attending both primary school (33.4%) and secondary school (22.8), compared to both Adelaide North and Greater Adelaide
— Generally higher levels of educational attainment than both Adelaide North and Greater Adelaide for bachelor level, diploma and advanced diploma, certificate levels III and IV (although Bachelor level attainment is higher than Adelaide North but lower than Greater Adelaide).

Table 4: Work and Income

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Income and Work			
Participation in the labour force			
In the labour force	**63.2**	60.2	61.7
Not in the labour force	34	35.4	34.4
Employment status			

Worked full time	**56.1**	54.6	54.3
Worked part time	34.2	33.4	35.1
Away from work	5.2	5.4	5.2
Unemployed	4.5	6.7	5.5
Occupation			
Professionals	20.4	16.6	23.6
Clerical and administrative	15.3	13.3	13.2
Technicians and Trades	15	14.5	12.9
Community and Personal Service Workers	13.2	14.1	13.2
Managers	11.5	10	12.1
Industry of employment			
Hospitals (except Psychiatric Hospitals)	4.9	4.4	5.3
Aged Care Residential Services	3.1	3.6	3.2
Supermarket and Grocery Stores	3.1	3.6	2.9
Primary Education	3	Takeaway Food 2.4	Cafes and Restaurants 2.3
Other Social Assistance Services	2.4	3	2.6
Income			
Median household weekly income ($)	**$1,635**	$1,428	$1,548
Less than $650/week household income (%)	**15.7**	18.8	18.3
More than $3000/week household income (%)	19.3	14.2	19.4
Housing stress			
Renter households with rent payments greater than 30% of household income (%)	**29.5**	31.4	31.5
Median weekly rent	**$330**	$300	$320
Mortgage households with mortgage payments greater than 30% of household income (%)	**10.1**	13	12.3
Median monthly mortgage repayments	$1,517	$1,408	$1,562

Table 4 shows:

- Higher labour force participation than the comparative areas as well as a higher proportion of workers who are employed full-time
- The most common occupations in Tea Tree Gully are professionals, clerical and administrative workers, technicians and trades, community and personal service workers and managers
- The highest median household weekly income ($1,635) of the three areas with Adelaide North the lowest at $1,428 and Greater Adelaide in the middle of the three at $1,548
- The lowest proportion of households that have less than $650/week in household income (15.7%), compared to Adelaide North (18.8%) and Greater Adelaide (18.3%)
- The highest median weekly rent ($330)
- The lowest proportion of mortgaged households (10.1%) who can be considered in 'housing stress' defined by having mortgage payments greater than 30% of household income.

Table 5: Households

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Households			
Couple family without children (%)	**39.4**	34.8	38.7

Couple family with children (%)	**43.9**	43.4	42.6
One parent family (%)	**15.6**	20	17
Household composition			
Family households (%)	**74.3**	71.1	68.6
Single or lone person households (%)	**23.7**	25.6	27.7
Group households (%)	**2**	3.3	3.7

Table 5 shows:

— A higher proportion of households who are couple family without children (39.4%), particularly in comparison to Adelaide North (34.8%) and a lesser proportion of one parent family households (15.6%) compared to 20% in Adelaide North and 17% in Greater Adelaide

— A higher proportion of family households and lower proportions of single or lone person and group households than both comparison areas.

Table 6: Housing

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Housing			
Occupied private dwellings (%)	95.8	94.6	93
Unoccupied private dwellings (%)	4.2	5.4	7
Average people per household	2.5	2.6	2.5
Dwelling type			
Separate houses (%)	89.1	83.4	75
Semi detached, row, terrace, townhouse (%)	8.2	12.9	16.3
Flat/apartment (%)	2.5	3.2	8.2
Tenure type			
Owned outright	**34.8**	27.1	30.9
Owned with mortgage	**43.1**	40.7	37.1
Rented	**18.2**	28.9	28.4
Number of bedrooms			
None (studio, bed sit) (%)	0.1	0.2	0.2
One (%)	1.1	1.9	3.3
Two (%)	10.6	12.1	18.7
Three (%)	56.5	57.8	51.3
Four + (%)	30.8	26.7	25.3
Average number of bedrooms/dwelling	3.2	3.2	3
Average number of people/dwelling	2.5	2.6	2.5

Table 6 shows:

— Higher proportions of houses which are own outright (34.8%) as well as owned with a mortgage (43.1%) than Adelaide North and Greater Adelaide. Conversely, Tea Tree Gully has the lowest proportion of rental dwellings (18.2%), compared to Adelaide North (28.9%) and Greater Adelaide (28.4%)

Table 7: Health

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Health			
No long term health condition (%)	58.3	58.2	59.3
Most common long term health conditions			
Arthritis (%)	**10.3**	9.7	9.5
Mental health (%)	**9.4**	10.4	9.8
Asthma (%)	**9**	9.6	8.7
Core activity need for assistance			
0-24 years	1265	7276	16289
25-64 years	1480	10607	25425
65 years and over	3272	14940	49179
Total persons	6007	32816	90892
% of total population that has core need for assistance	**5.9%**	7.2%	6.6%

Table 7 shows:

- The most common long term health conditions in Tea Tree Gully LGA are arthritis, mental health and asthma
- Tea Tree Gully has a lesser proportion of residents who identify as requiring assistance with a core activity, compared to both Adelaide North and Greater Adelaide.

Table 8: Motor Vehicles and Travel to Work

	Tea Tree Gully LGA	Adelaide North (SA 4)	Greater Adelaide
Motor Vehicles			
None (%)	**4.7**	7	7.6
One motor vehicle (%)	33.5	35.4	36.7
Two motor vehicles (%)	**39.8**	36.7	36.5
Three or more motor vehicles (%)	**21.1**	19.5	18.1
Average number of motor vehicles per dwelling	1.9	1.8	1.8
Method of Travel to Work			
Car as driver	65.5	68.5	63.3
Bus	**5.8**	4.3	3.8
Car as passenger	3.9	4.6	4.2
Bus, car as driver	0.9	0.6	
Walked only	0.8	1	1.9
Worked at home	8.8	7	9.8
Travelled by public transport	**7.3**	5.7	6.4
Travelled as driver or passenger of car	71	74.7	69.1

Table 8 shows:

— A lesser proportion of households who have no vehicle in Tea Tree Gully compared to the other areas
— Higher proportions of households with two vehicles and three or more vehicles
— A higher proportion of people who travelled to work by public transport including higher proportions of people who travelled by bus.

A2 Previous consultation findings

2020 and 2021 Community Survey

CATI and social media survey responses

— Areas of high satisfaction included Council's library services

— Relatively high satisfaction areas included Council's recreation centres and Waterworld

— Moderate satisfaction included provision of community centres, services and programs and provision of arts and cultural performances and activities.

— In 2021, satisfaction increased overall by more than 3% for Council's library services (88%, up by 5%) and provision of community centres, services and programs (70%, up by 3%)

— Satisfaction declined for the provision of arts and cultural performances and activities (64%, down by 5%) and Waterworld (74%, down by 3%).

2021 Community Survey overview – satisfaction with:

Library Services: 88%

Provision of community centres, services and programs: 70%

Major events: 82%

Provision of arts and cultural performances and activities: 64%

Online 'Have Your Say' responses

— Areas of high satisfaction included Council's library services

— Moderate satisfaction areas included Council's recreation centres, Waterworld and provision of community centres, services and programs

— There was relatively low satisfaction with provision of arts and cultural performances and activities.

— In 2021, satisfaction with community centres, services and programs continued a declining trend seen over the past few years and arts and leisure recorded declines across all services except for Waterworld

— Areas where satisfaction decreased by at least 3% included provision of community centres, services and programs (60%, down by 6%), provision of arts and cultural performances and activities (59%, down by 6%), Council's library services (82%, down by 5%) and Council's recreation centres (64%, down by 4%).

2022 Wellbeing Survey

In 2022, the library generated the most interaction with the general community over the past 12 months.

Results found:

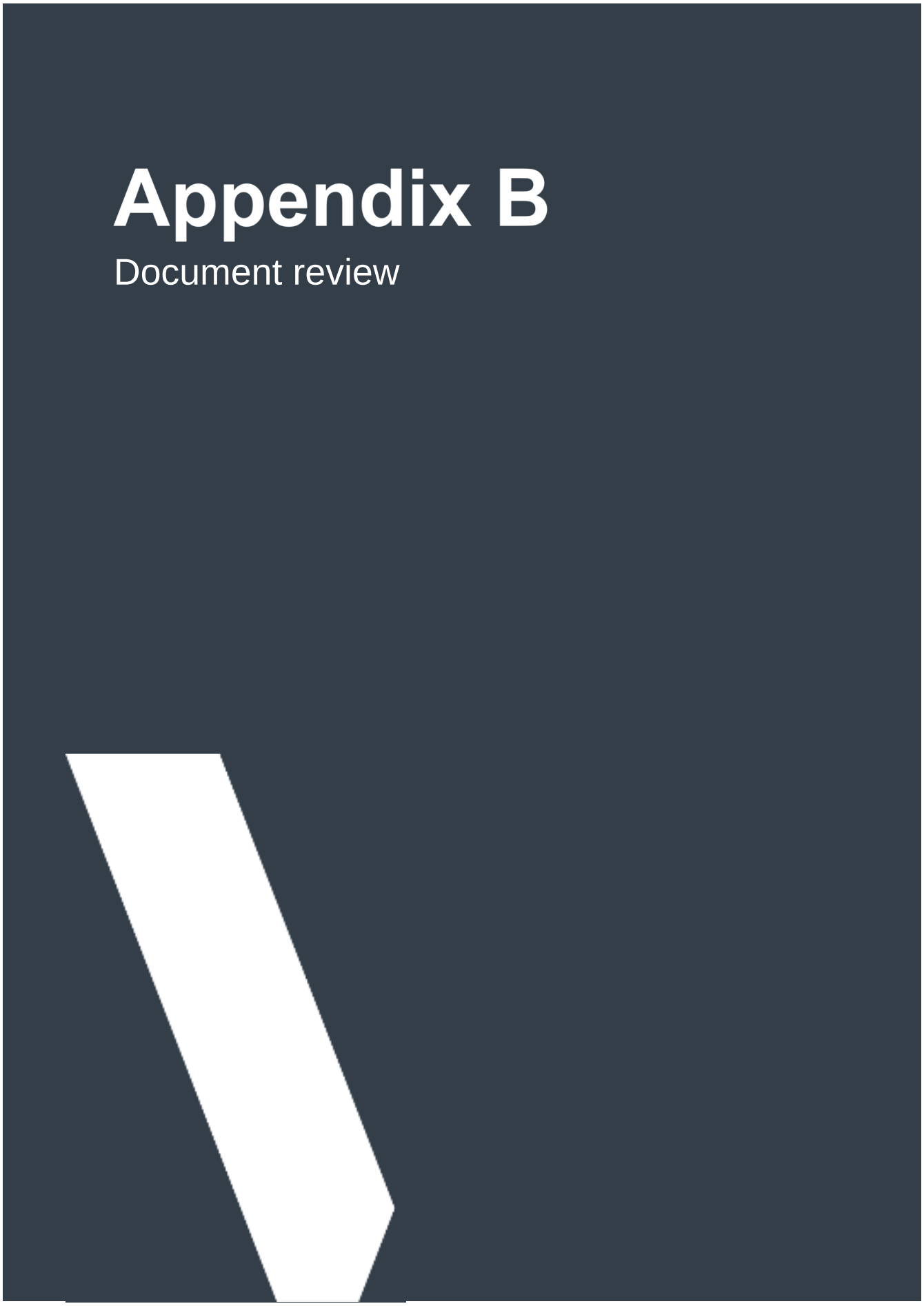
— 18-39 year old community members were statistically significantly more likely to have attended an event or used a service in the past 12 months: 48% used the library services, 50% attended a major event at Civic Park, 32% used Waterworld, 26% used recreation centres and 20% utilised immunisation services.

— 48% of the 60+ age group had not used a Council service or program or attended an event in the past 12 months, with the library (29%) the most used service.

— Females were statistically significantly more likely to use the library (44% vs 31%) and community centres (16% vs 10%) in comparison to males.

Appendix B

Document review



B1 Document review

Strategic Plan 2025, 2020

Population projections: 99,694 people in 2018 ➔ 103,227 by 2036:

0–17 years (16.5%), 18–34 years (23.3%), 35–59 years (24.5%), 60–84 years (25.2%), 85+ (4.3%)

Current challenges, of relevance to this audit:

- Ageing (defined as over 65)– demand for services, active urban lifestyles, public transport, communal and collaborative spaces
- Technology and digital: more services and information via digital devices, improve operational efficiency
- Social isolation and impacts on physical and mental health
- Access: adequate transport options
- Diversity: gender, race, age, physical and mental abilities, socio-economic status, diversity of background and mindset, life experiences, sexual orientation, and political and religious beliefs.

As per the Plan's objectives, services and programs should contribute to and support community wellbeing and:

- Contribute to creating a sense of belonging, inclusion and connection
- Welcome and celebrate diversity
- Create opportunities for people to volunteer
- Be accessible to all and respond to changing community needs
- Be safe to use and in places that are fit for purpose and well maintained (an audit of social infrastructure should be conducted)

In addition, they can also:

- Support people in developing their employment capabilities
- Provide local jobs
- Help the community to become better equipped and more resilient to climate change

Challenges	Opportunities	Objectives	Gaps
– Ageing (defined as over 65)– demand for services, active urban lifestyles, public transport, communal and collaborative spaces – Technology and digital: more services and information via digital devices, improve operational efficiency – Social isolation and impacts on physical and mental health – Access: adequate transport options – Population diversity: gender, race, age, physical and mental	there will be a growing demand for services from the ageing age groups people want to be able to access services at a time and location that suits them Public places and facilities are important spaces to connect people's health may be affected as social isolation increases technology can help improve how services are delivered	1.Community 1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community 1.2. Diversity is welcome and celebrated 1.3. There are opportunities for people to volunteer, give back and share their skills with others in the community 1.4. Our services are accessible to all and respond to changing community needs	Does not identify what types of services/programs are required to support the objectives Does not clearly identify what existing and future needs are that can be responded to by adequate services Does not describe what current opportunities are and what gaps may be Does not describe who (other than Council) is, can or should

abilities, socio-economic status, diversity of background and mindset, life experiences, sexual orientation, and political and religious beliefs. Community expectations Importance of place	population diversity contributes to wellbeing and prosperity	1.5. People can have a say in decisions that affect them and the key decisions of the Council. 3. Economy 3.4. People are supported to develop their leadership and employment capabilities 4. Places 4.2Opportunities exist to express and experience art and culture 5. Leadership 5.3. Planning considers current and future community needs 5.4. Delivery of services is sustainable and adaptable 5.5. Decision making is informed, based on evidence and is consistent	be involved in service delivery

Wellbeing pillars:

Wellbeing pillars	What it means for the audit: services that…
Healthy: Healthy communities provide opportunities for people to achieve physical, mental and social wellbeing, and includes being able to access nutritious food, housing, quality education, transport, physical activity, quality health care, social connections, achieve goals, social justice etc.	Support access to recreation, learning, supports, healthy foods or health care
Safe: A safe community is one where people can be at home and move around in public places without fear and without risk of harm or injury.	Are safe for all users whether they are accessed from home or in person
Prosperous: A prosperous community is one that is thriving, where individuals are experiencing growth and success and have access to diverse employment and education opportunities, businesses are doing well and the economy is diverse and resilient.	Support lifelong learning, employment, and personal growth
Connected: Connected communities are where individuals participate in meaningful activities and there are opportunities to participate in community life and decision making. People have a sense of purpose about achieving their goals and feel a sense of belonging and connection to the area in which they live.	Connect people and support social cohesion

Vibrant: A vibrant community is one where people enjoy spending time, it has a clear identity and character, people can experience and express art and culture, and the history and heritage of the area is valued.	Allow people to learn about their area, history, art and culture
Liveable: A liveable city is one where places and spaces are desirable and accessible, offering housing choices, quality recreation facilities, diverse employment opportunities and transport options for people at all stages of life.	Support access to housing, recreation, employment, transport

Document review

Document	Alignment with challenges/ opportunities	Principles: services that:	Services	Gaps / duplications	Alignment with relevant Council strategies and plans
Strategic Plan 2025, 2020	n/a	— Contribute to creating a sense of belonging, inclusion and connection — Welcome and celebrate diversity — Create opportunities for people to volunteer — Be accessible to all and respond to changing community needs — Be safe to use and in places that are fit for purpose and well maintained (an audit of social infrastructure should be conducted) — Support people in developing their employment capabilities — Provide local jobs — Help the community to become better equipped and more resilient to climate change	n/a	n/a	n/a
Public Art Policy, 2021	Importance of place	Promote social inclusion and diversity via 'Community Art' programs, to involve community members, develop skills and connections	n/a	n/a	Aspirations: Community, Economy and Leadership – no commentary is provided
Library Services Policy, 2020	Social isolation Community expectations Technology Population diversity	Support social and cultural fabric of the community, as well as diversity Recreation, services for children Provide internet /digital opportunities to support equitable access to digital The Library Service works in partnership with State Government and other local councils across the State to ensure the library service is relevant and accessible	Library 571 Montague Rd, Modbury SA 5092	n/a	Aspirations: Community, Places and Leadership

	Importance of place Leadership	to everyone within the community. The strategic direction of public libraries within the State is set out by "Tomorrow's Libraries: Future Directions of the South Australian public library network". Assistance is available to residents, who are unable to physically access the service.			
Little Libraries Policy, 2021	Community expectations Leadership Social isolation	Benefits include increasing connectedness and reducing social isolation of residents by encouraging participation and engagement in their local neighborhoods.	A Little Library is a free book-sharing box	n/a	Aspirations: Community, Places
Tomorrow's Libraries: Future Directions of the South Australian public library network", 2015	Social isolation Community expectations Technology Population diversity Importance of place Leadership	Equity of access, freedom of expression/diversity, right to learn/knowledge, trust in quality desire to increase the value proposition of libraries: including by offering variety of spaces, programmes and activities; removing barriers to access; creating platforms for continuous learning; facilitating community learning, connection and empowerment; remaining welcoming to all: When building new libraries take account of trends in integrating and/or co-locating library services with other local, State or Federal community and cultural services; Involve communities in the design of libraries and shaping and delivering programmes. Continue to develop state-wide programmes aligned to achieve specific local, State or Federal outcomes; Seek opportunities to work with community, educational and business partners to deliver programs with greater impact Make the case for State and Federal funding where libraries can deliver on their agendas, e.g. literacy. Implement innovative programmes that develop the skills and knowledge for digital citizenship; Develop and implement options for service delivery models that facilitate regional collaboration; Engage with other libraries in the network to identify best practice programs and services Advocate for additional funding	n/a	n/a	n/a

Risk Management Policy 2020 and Risk assessment matrix	Leadership	Manage risks, maximise benefits and minimise negative outcomes Be inclusive and transparent Identify risks in relation to service delivery Apply evidence based approach in assessing and mitigation risks Risks to Council objectives should be identified and assessed at project/program/event levels. Approach to evolve with changing context.	n/a	n/a	Aspirations: Leadership
Modbury Precinct Activation Policy, 2021	Importance of place Population diversity Design and transport Community expectations Leadership	Opportunity to diversify services in Modbury that meet changing needs: diverse experience, cultural, social, physical – inclusive; support social interaction and healthy lifestyles Provide equal opportunities for people with disabilities to access services, sport and recreation Discusses events (not in scope) Community connectedness and accessibility: People who feel connected to their community have higher usage of services compared to those who don't feel connected. The key enablers of feeling a sense of connection to the community are as follows: a. Belonging to or participating in something – such as a sporting, community or social group or church or volunteering b. Social inclusion – c. Supportive physical environment –such as safe streets, where people are able to spend time outside, walking or talking to neighbours, safe and enjoyable parks and recreation opportunities. d. Ensuring, as far as practicable, that the community is accessible for the widest diversity of our population "Council will continue to provide activities and deliver initiatives that will increase the connectedness and accessibility of people living in, working in and visiting the precinct."	Library	n/a	Aspirations: Community, Environment, Economy, Places and Leadership
Dry Creek Corridor, Modbury Precinct Master Plan, 2020	Biodiversity Water Importance of place	n/a	n/a	n/a	Strategic Plan

Modbury Sporting Hub Master Plan Report	Importance of place Population diversity Design and transport Community expectations Biodiversity	New youth activity zone, natural play, dog park facilities, picnic and bbq facilities Promoting formal and informal recreation	Waterworld	n/a	Alignment with older version of the Strategic Plan
Economic Development Framework 2020-23	Importance of place Leadership Design and transport	Key aspirations include: •Increased investment, improved services and program delivery addressing disadvantage in the City •Services and connections for social and micro enterprises are increased across the city in key open space and event spaces •Volunteers are supported and provided with training opportunities •Build and maintain relationships with local businesses to understand long term needs to facilitate business growth •Develop confidence and leadership skills for young people Modbury Precinct is recognised	n/a	n/a	Broad statement of aligning with the Strategic Plan; unclear which aspirations or wellbeing pillars are being addressed
Volunteer Management Policy, 2021	Social isolation Leadership Community expectations	Strengthen volunteering: volunteer programs provide a number of wellbeing benefits to both the volunteers and the community including: a. Connectedness and reduced isolation through participation and engagement with others b. Personal development of skills and self esteem c. Greater life meaning and purpose d. Increase positive perceptions around community safety e. Access to community resources and information f. Improvement to the quality of life for the community at large Volunteers will be interviewed and placed in activities, programs and services that match their skills, interests, hobbies, knowledge and experience. Volunteers will be provided with a role statement, induction, training, PPE, identification badge.	Council supports a number of volunteer programs that serve the local community in a variety of areas including, but not limited to: a. Transport b. Shopping assistance	n/a	Aspirations: Community, Environment, Economy, Places and Leadership Disability Action and Inclusion Plan

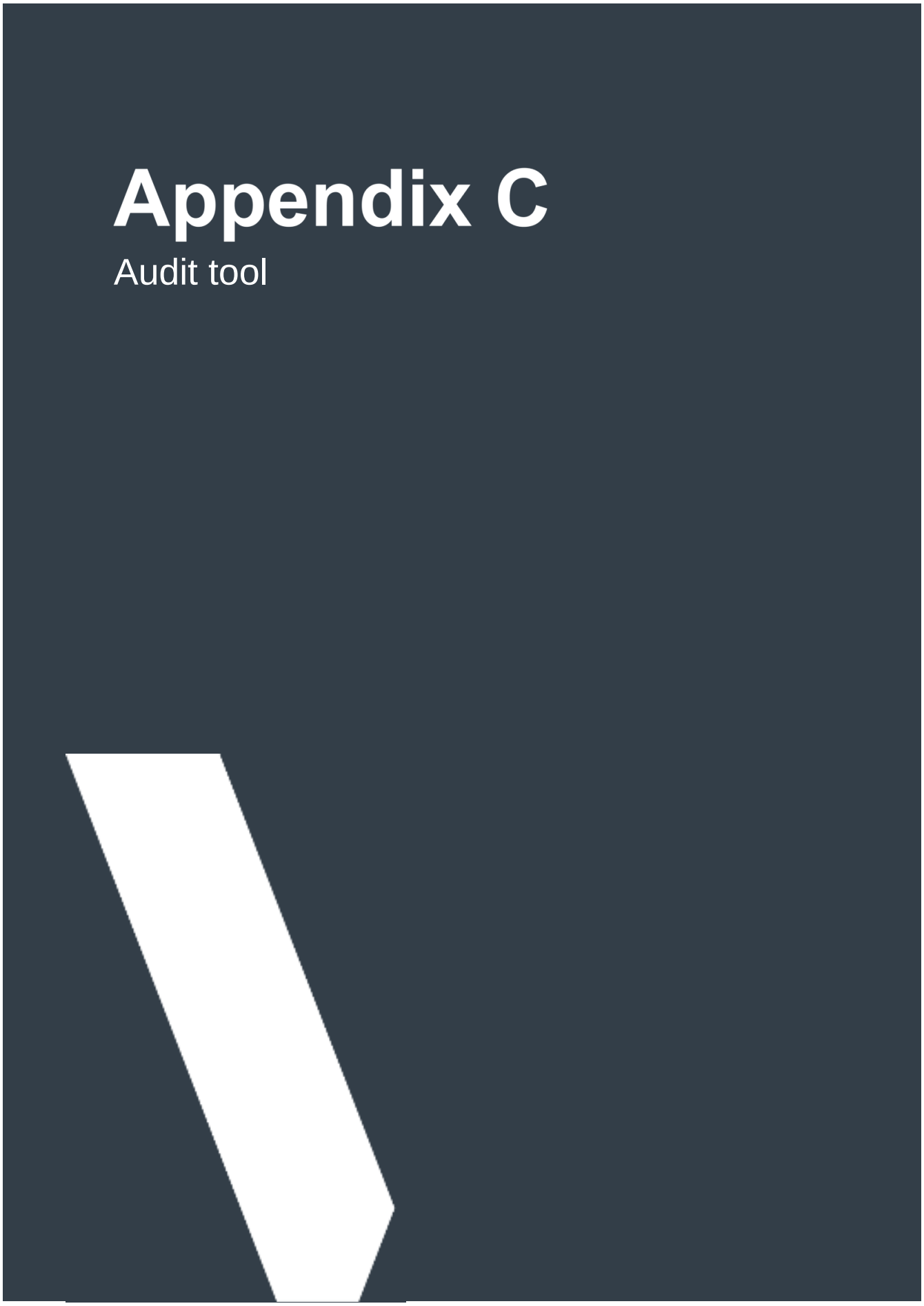
			c. Library services d. Graffiti removal e. Justice of Peace f. Art and Recreation g. Environmental initiatives		
Public Health Action Plan 2021-2026	Social isolation Ageing population Population diversity Leadership Importance of place	Promoting personal skill development and knowledge, achievement of personal goals and life long learning Influencing the attitudes and beliefs within the community that supports inclusion, access and equity for all people Influencing the broader social conditions that effects health and wellbeing (e.g. access to healthy food, jobs etc) Creating physical environments that enable people to be active and prevent ill-health from occurring *not relevant but relevant for social infrastructure) Protecting people from factors within our environment that challenge health and wellbeing (e.g. immunization services) Progressing the governance, systems and partnerships that will support people and communities to be healthy and well Recognising the diversity of needs (cultural and other) Supporting help-seeking people for challenges, making sure there are adequate services Ensuring the community understands healthy eating and has access to nutritious foods, and immunization and health check serviecs	n/a	n/a	All Wellbeing Pillars: Healthy, Safe, Prosperous, Connected, Vibrant and Liveable Aspirations: Community, Environment, Economy, Places and Leadership Disability Action and Inclusion Plan
Disability Access and Inclusion Plan 2020-2024, 2020	Population diversity Ageing of population	Services that are open and available to all people Council services, programs and events are accessible and inclusive and promote participation in the community, including social, sporting, recreational and cultural life for people living with disability	n/a	n/a	Aspirations: Community, Economy, Places and Leadership

	Social isolation Leadership Importance of place Design and transport Community expectations	People living with disability have opportunities to participate in meaningful volunteer opportunities within the City Ensuring that Council information is available in multiple formats Retaining and promoting person-to-person and face-to-face activities Ensuring that all communication channels are accessible and meet best practice standards for people of all abilities Continuing to provide events such as sensory evenings at the library Where practicable, developing inclusive social environments to accommodate a spectrum of abilities and anxieties *audit of facilities* Continuing to deliver Commonwealth Home Support Program funded wellness and reablement focused social programs for people living with disability aged 65 and over Continuing to promote equity in sport Providing disability awareness training for all staff, volunteers and Elected Members including hidden, chronic pain and mental health disabilities Establishing a feedback mechanism to understand the requirements of people living with disability through our request for service system Facilitating community awareness about inclusion and access strategies in conjunction with the NDIS Local Area Coordination Partner and other key disability sector organisations. Investigating the establishment of a Disability Services Providers Network to exchange expertise and resources between businesses, non-government organisations (NGOs) and other levels of government Supporting NGOs and National Disability Insurance Scheme (NDIS) providers to deliver programs and services by offering a subsidised hire fee for use of Council's community facilities Promoting the services and programs offered by NGOs and NDIS providers in the City of Tea Tree Gully in accessible formats Developing an agreement with the NDIS Local Area Coordination Partner to collaborate on projects of priority to both organisations and to provide			

		information about access and inclusion matters affecting residents with a disability Establishing minimum standards for priority parks and reserves that improve access and inclusion for people living with disability and implementing a program of priority actions, including exemplary visitor experiences Assessing the capability requirements of current volunteer roles against the capabilities of people living with disability in the community to identify opportunities for volunteering			

Appendix C

Audit tool



INFORMATION REPORT

AUDIT & RISK COMMITTEE MEETING

29 March 2023

Community Services

Outcomes of the 2022 Age Care Quality Standards External Audit (D23/1237)

Commonwealth Home Support Programme (CHSP) provides small amounts of entry-level support to assist older people aged 65 years and over (50 years and over for Aboriginal and Torres Strait Islander people) to remain living at home and in their community. The City of Tea Tree Gully has been delivering CHSP types of service for over three decades and in 2023/24 will receive $1.5 million per annum to provide the following services to 3500 residents:

Home Assist services Including:

- Domestic assistance
- Minor home maintenance (replacement of tap washers, smoke alarm batteries, light bulbs, key safes, gutter cleans)
- Installation of grab rails (following appropriate independent occupational therapy assessment)
- Once-off safety/security garden service
- Unaccompanied shopping

Social programs

Social support and recreational opportunities that are programs are offered throughout the week in a community facility (with some weekend trips) and include:

- Over 65s social program (or 50 years and over if identify as Aboriginal or Torres Strait Islander)
- Dementia and early onset dementia programs
- Bus outings (day trips)
- Fitness groups
- Cultural programs
- Individual support

Respite and carer support

The respite program provides flexible respite services seven days a week.

- In-home respite
- Individualised respite (activities outside of home without carer)

Transport services

- Door-to-door shopping service
- Door-to-door Library service
- Medical transport
- Transport to social groups

Meals

- Centre-based meals

Organisations providing Commonwealth funded aged care services such as those above have been required to comply with the new Aged Care Quality Standards (Quality Standards) since 1 July 2019. This means that Council's CHSP is externally assessed and must be able to provide evidence of our compliance with and performance against the Quality Standards.

On 2 August 2022, an external assessment team commenced their onsite Audit and subsequently prepared a report outlining our performance against the Aged Care Quality Standards. The assessment team's initial report found we did not meet 4 out of 34 components in Standards 2 and 8. However, it was noted in the report that Council staff embraced the audit process as an opportunity for continuous improvement particularly as a new service model had been recently introduced. Staff developed a Continuous Improvement plan to immediately address the 4 unmet actions.

On 16 December 2022, a further desk top audit was conducted by the external assessment team and all of quality standards have now been addressed as met.

Attachments

N/A

Report Authorisers

Matthew Taylor Interim Manager Community Wellbeing	8397 7481
Michael Pereira General Manager Community Services	8397 7377

INFORMATION REPORT

AUDIT & RISK COMMITTEE MEETING

29 March 2023

Strategy & Finance

2022 Risk Evaluation - LGA Workers Compensation Scheme (D23/1497)

Purpose

To provide the Audit Committee with an overview of the City of Tea Tree Gully's 2022 Risk Evaluation undertaken by the Local Government Association Workers Compensation Scheme (LGAWCS) in November 2022.

Background and Supporting Information

The LGAWCS Risk Evaluation is undertaken every two years in the form of an assessment of Council's Risk Management, Work Health and Safety (WHS) and Injury Management (IM) systems against selected Performance Standards for Self-Insured Employers published by ReturnToWorkSA. The LGAWCS Risk Evaluation also reviews legislative compliance with the Work Health & Safety Act and Return to Work Act that Council needs to adhere to.

Following the completion of the Risk Evaluation, a corrective action plan is developed and agreed between Council and the LGAWCS that sets out a program of works to address non-conformances and observations identified within the Risk Evaluation. The corrective action plan runs for a 2-year period until the next Risk Evaluation is conducted, however progress is measured annually as this forms part of the basis of Council's contribution fee to the LGAWCS.

The LGAWCS operates a Rebate / Penalty system that inherently rewards Councils with a lower claims experience and a higher close out rate of corrective actions from the Risk Evaluations conducted every 2 years. The system also allows for increased contributions being payable where there is a higher claims experience and a lower close out rate of corrective actions. The Rebate / Penalty system ultimately enables Council to receive up to 55% back of their annual gross contribution to the LGAWCS. The level of gross contribution payable to the LGAWCS is determined by Council's estimated wages for the financial year ahead against the gross contribution rate of 4.2% (estimated wages x 4.2% = gross contribution amount $).

To determine the level of rebate Council receives against the gross contribution, the LGAWCS calculates a Claims Loss Ratio (CLR), being total claims dollars paid on employee injuries over a four year period ending 31 March annually, divided by Council's total Gross Contributions over the same timeframe.

Once the CLR is determined, it is translated into a Rebate/Penalty Indicator. The Rebate / Penalty Indicator is essentially converting the CLR into a proportion of 55% (being the maximum rebate achievable). Therefore, if the CLR is 0% the Rebate / Penalty Indicator is 55%, whereas if the CLR is 100%, the Rebate / Penalty Indicator is 0%. The mathematical calculation is (100% - CLR%) x 55%.

From this point, the maximum Rebate obtainable is determined by multiplying the Rebate / Penalty Indicator against the gross contribution amount determined earlier. 50% of this amount is automatically preserved and will be credited against Council's gross contribution (unless the Rebate / Penalty Indicator = / < 0%). The remaining 50% is then subject to Council's Corrective Action Plan completion score, referred to above and measured annually. Where close out of this Corrective Action Plan is less than 100%, Council's rebate of this component will be reduced commensurately.

In the very rare circumstance that the Indicator is negative, a Penalty will be issued which is payable with the June contributions. The maximum Penalty is capped at 100% of the Gross Contribution payable.

The LGA Mutual Liability Scheme (LGAMLS) and LGA Workers Compensation Scheme (LGAWCS) advised Council that the 2022 two-yearly evaluation would only include an evaluation of the work health and safety and injury management systems, i.e. not the risk management component.

Evaluation Outcome

No non-conformances were identified. It was acknowledged that continuous improvement activities were being pursued. This result represents improvement of our results over the last three evaluation cycles as follows:

Evaluation Year	2022	2019	2017
Non-Conformance	0	2	6

Evaluation Process

Work Health and Safety

Our Work Health and Safety was evaluated against selected elements from the five Performance Standards as follows:

Standard 1 – Commitment and Policy

Element 2.1 Supporting policies and procedures are in place

Standard 3 - Implementation

Element 2.1 A relevant training program is being implemented

Element 3.2 Accountability mechanisms are being used where relevant

Element 7.1 Contingency plans are tested/evaluated to ensure adequate response

Element 8.1 Hazard management systems are in place

Element 8.5 Programs are in place to ensure an appropriate WHS consideration is given at the time of purchase, hire, or lease of plant, equipment, and substances

Element 8.6 Programs are in place to meet the organisations duty of care for all persons in the workplace (including contractors and volunteers)

Element 9.2 That corrective/preventative action is taken on non-conformances identified by inspection and testing procedures

Standard 4 – Measurement and Evaluation

Element 1.1 Planned objectives, targets and performance indicators for key elements of the program are maintained, monitored and reported

Element 3.1 Outcomes of audits are documented and the necessary corrective actions identified, prioritised and implemented

Standard 5 – Management systems review and improvement

Element 3.1 The system is reviewed and revised if required in line with current legislation, the workplace and work practices

Injury Management

Our Injury Management system was evaluated against selected elements from the four Performance Standards as follows:

Standard 1 – Condition of Registration as a Self-Insured Employer

Element 2 Arrangements are in place to ensure adequate resources to assist the LGAWCS administer claims and provide effective return to work services to injured employees:

- There are documented position descriptions for all injury management staff and supervisors and employees where required
- Injury management personnel are competent to administer their role
- Allocation of resources is appropriate for the organisation type, volume and complexity of the case load
- Facilities and accommodation are suitable to ensure restricted access to information, including maintaining confidentiality during interactions between injured workers and service providers
- A trained Return to Work Coordinator is appointed

Element 6 Arrangements are in place to inform all employees:

- how to report an injury
- the process for lodging a claim for compensation

Standard 2 – Claim Management

Element 8 Early intervention, recovery and return to work

- Options are considered for a worker who has not returned to pre-injury duties within six months
- Where suitable employment is not provided, the employer notifies and consults with LGAWCS

Standard 4 – Measurement, Monitoring and Review

Element 1 Delegated powers and discretions

- Processes are in place that monitor, measure and review injury management system implementation effectiveness
- The Service Standards set out in Schedule 5, Part 2 of the Return to Work Act 2014 are in place

Highlights and Opportunities

The Evaluator commended the enthusiasm of staff about their work and the integration of work health and safety into their activities, and that organisational processes, responsibilities and accountabilities were well understood by all workers interviewed. As part of the evaluation, some opportunities were identified including:

- Expanding the current scope of reporting to include:
  - the status of corrective actions
  - the performance of key components of our work health and safety management system
  - the completion level of relevant work health and safety policy and procedure documentation
  - contractor management monitoring being undertaken as intended
  - the outcomes of workplace inspection and testing processes against the quarterly workplace inspection register
  - frequency of progress toward objectives, target and key performance indicators
- Consistent identification of specific personal protective equipment within our procedures
- Resumption of testing programs for business interruption and emergency scenarios
- Ensuring that any modified volunteer training methodologies continue to deliver the right level of training to all volunteers

Conclusion

The evaluation found that Council have demonstrated a continued focus on advancing the organisation's WHS/IM Management systems. There were no non-conformances identified and several opportunities for improvement.

In consultation with the LGAWCS, Executive and the Work Health and Safety Committee, a work health safety and injury management action plan will be developed, implemented and monitored to address the identified evaluation opportunities. A bi-monthly progress report will be provided to the Executive Leadership Team and Work Health and Safety Committee.

Attachments

1. ⇩ 2022 Risk Evaluation LGA Workers Compensation Scheme 156

Report Authorisers

Justin Robbins General Manager Strategy & Finance	8397 7444
Ryan McMahon Chief Executive Officer	8397 7297

CITY OF
TEA TREE GULLY
Naturally Better

2022 Risk Evaluation

LGA Workers Compensation Scheme

Introduction

- Every two years Council's WHS/IM management systems are evaluated to establish conformance with ReturnToWork SA's Performance Standards for Self-Insurers (PSSI)

- The outcome of the evaluation informs Council's 'Claims Performance Rebate', rewarding both positive risk, WHS, return to work and claims practices.

Introduction - Continued

- The Evaluation also informs Council's achievement against key evaluation elements with the aim of identifying improvement opportunities for both the Risk and WHS/IM systems.

Evaluation Outcome

- No non-conformances were identified
- Continuous improvement activities were being pursued

This result represents continuous improvement of our results over the last three evaluation cycles.

Evaluation Year	2022	2019	2017
Non-Conformance	0	2	6

CITY OF TEA TREE GULLY
Naturally Better

Evaluation Process

Our WHS/IM systems were evaluated against selected elements and sub-elements from the Performance Standards for Self Insurers.

WHS – Sub Element	Injury Management – Sub Element
1.2.1 - Policy and Procedures	1.2.1 - Documented job descriptions
3.2.1 - Training	1.2.2 - Competent Injury Management staff
3.3.2 - Accountability Mechanisms	1.2.3 - Appropriate allocation of resources
3.7.1 - Contingency Plans	1.2.4 - Confidentiality of facilities
3.8.1 - Hazard Management	1.2.5 - Appointment and training of a return to work coordinator
3.8.5 - Purchase, Hire, Lease	1.6.1 - Processes to report an injury
3.8.6 - Contractors, Volunteers	1.6.2 - Processes for lodging a claim
3.9.2 - Inspection and Testing	2.8.5 - Employment options
4.1.1 - Objectives, Targets and Performance Indicators	2.8.6 - Consultation with the LGAWCS
4.3.1 - Measurement and Evaluation	4.1.1 - Measurement and Review
5.3.1 - Management System Review and Improvement	4.1.2 - Service standards in place

Highlights and Opportunities

Highlights

- Staff are enthusiastic about their work and the integration of WHS into their activities
- Organisational processes and responsibilities and accountabilities well understood.

Opportunities

- Expanding the scope of reporting for better oversight of the system
- Consistently identifying the specific protective equipment requirements in our procedures
- Resumption to a full program of testing for business interruption and emergency scenarios (program was impacted by COVID-19)
- Ensuring that any modified volunteer training methodologies continue to deliver the right level of training.

Conclusion

- The evaluation found that Council have demonstrated a continued focus on advancing the organisation's WHS/IM Management systems
- There were no non-conformances identified and several opportunities for improvement
- In consultation with the LGAWCS, Executive and the Work Health and Safety Committee, a work health safety and injury management action plan will be developed, implemented and monitored to address the identified evaluation opportunities
- A bi-monthly progress report will be provided to the Executive Leadership Team and Work Health and Safety Committee.

INFORMATION REPORT

AUDIT & RISK COMMITTEE MEETING

29 March 2023

Corporate Services

Internal Audit Agreed Actions Update (D23/6511)

Background

In line with the Audit & Risk Committee's Terms of Reference, the Committee is required to maintain oversight of Council's Internal Audit function. This includes the review of findings, recommendations and agreed actions of any internal audit undertaken as well as monitoring the implementation of agreed actions.

At every Committee meeting a status update is provided on outstanding 'high' or 'extreme' risk rated actions. Reporting on the progress of all outstanding actions was provided to the Committee at its 28 September 2022 meeting, with a status update on all actions provided every 6 months.

Outstanding Agreed Actions

The Audit & Risk Committee Work Program for March 2023 identifies that the Committee will monitor all outstanding actions from previous Internal Audit reviews.

Table 1 provides an overview of the current status of Internal Audit agreed actions for all those that were outstanding when last reported in September 2022, and includes any additional agreed actions from subsequent internal audit reviews undertaken.

Attachment 1 provides further details of the outstanding actions for each of these internal audit reviews, along with a status, progress notes and revised due date for each action item if relevant. All completed actions since last reported have been highlighted in blue.

Table 1 – Overview of Outstanding Agreed Actions from Internal Audit reviews

Audit Title	Committee Report Date	No. actions open September 2022	No. of actions completed	No. actions open March 2023	Comments
Rating Practices	26/9/18	1	0	1	Partially completed. Technology One has been implemented as the replacement for Authority and Council's core Financial Management System. Tender to be awarded for a new rating system in the coming weeks.
Disability Discrimination Act Compliance	31/7/19	4	0	4	Partially completed. The majority of actions identified have been included in the Disability Access and Inclusion Plan (DAIP). The DAIP 2020-2024 was endorsed by Council on 25 August 2020. Actions are being implemented as per the endorsed plan. Actions with budget requirements, are included as part of the budget process.
Asset Management Standards - Road Transport Asset Management Plan	25/9/19	3	1	3	Strategic Asset Management function is currently subject to a new internal audit which is underway. New findings and actions may supersede this current finding. This will be assessed once the internal audit report for this review has been finalised.
Waste and Recycling Management - Review of Waste Management Services	22/4/20	2	0	2	Partially completed. A number of waste and recycle management agreed actions have been completed as part of Council's annual business plan. A new position 'Lead – Sustainability, Waste & Strategic Projects' commenced in March 2023 which will take carriage of these recommendations.
Credit Card Payments Platform	29/7/20	2	0	2	Working through the implementation of TechOne. Partially completed. Currently working on a project that will bring the Credit Card Transaction into TechOne at a transaction level. This will then enable analytical tools to be developed to interrogate this data. Waiting for a revised extract from Flexipurchase, which will be used to build the integration into Tech One around credit card analysis.

Audit Title	Committee Report Date	No. actions open September 2022	No. of actions completed	No. actions open March 2023	Comments
Tree Management	29/7/20	7	18	6	Six actions remain open, which have been reassigned to corporate leaders with the new City Operations portfolio structure.
Complaints Handling	30/9/20	1	0	1	New Manager, Customer and Comms started November 2022. While LMS is not available, in-person 'Difficult and Aggressive Customer Training' has been delivered in-person across customer facing roles. The CX Strategy (currently in draft as at March 2023) outlines a development plan of capacity building in our teams. This includes the engagement of a CX Improvement Coach to support teams one on one and develop training.
Optimisation of Council owned Buildings	22/5/21	17	1	17	A long-term Strategy / Plan has been developed to progress the agreed actions. This is still in progress.
Arts and Culture Review	29/9/21	14	7	7	The audit identified 14 findings and included 21 Recommendations. A number of the remaining actions require further strategic work to be undertaken.
Fraud Management	09/02/22	8	2	6	The audit identified 8 findings and one performance improvement opportunity. Progress has commenced in a number of these areas, with a number partially completed. Fraud awareness training and risk assessments have commenced across the organisation, with City Operations and Corporate Services completed. All other departments are scheduled to complete the training and risk assessments over the next couple of months. The Fraud Strategy has commenced development.
Bushfire Prevention and Preparedness	28/09/22	18	5	13	The agreed actions are continuing to progress, with the new Bushfire Mitigation Framework endorsed by the Executive Leadership Team on 17 February 2023. This Framework provides Council with a strategic direction for the identification,

Audit Title	Committee Report Date	No. actions open September 2022	No. of actions completed	No. actions open March 2023	Comments
					assessment and treatment of bushfire risk and ensures a coordinated approach to bushfire mitigation activities. A new register has been developed as a central record of Council's various bushfire mitigation works such as fire access track maintenance, modified fuel reduction and escarpment maintenance. These works can be prioritised against the risk ratings provided by the Bushfire Management Plan. A review of Council's Fire Access Tracks has been completed and future maintenance needs of these tracks will be determined in consultation with the CFS. New roadside and reserve signage have been installed in high risk areas to inform the community of fire risk. Some of the remaining agreed actions have commenced but will progress further after the end of the Fire Danger Season (30 April 2023) when more resources are available, both internally and externally.

Attachments

1. ⇩ Summary - Internal Audit Agreed Actions - As at March 2023 168

Report Authorisers

Marley Marks
Governance & Risk Administration Officer 8397 7270

Ilona Cooper
Manager Governance & Policy 8397 7310

Ryan McMahon
Chief Executive Officer 8397 7297

SUMMARY OF OUTSTANDING INTERNAL AUDIT AGREED ACTIONS - AS AT MARCH 2023

Audit Project	AC Meeting Date	Ref	Subject / Finding Title	Recommendation	Risk Rating	Agreed Action	Action Owner	Date due	Status	Action Progress	Comments	Revised Date
Rating Practices	26-Sep-18	PIO-3	Opportunity to improve the efficiency of the rating process	Internal Audit recommends that CTTG personnel investigate the full system capacity of the current rating software. Specifically, this could include investigating the automation of items such as setting up flags and reminders within the system to track changes to the property which may impact on the rates (ie, lease expiry dates, rebate expiry dates etc.).	Not rated	Continue to regularly review our rating system and processes for further efficiencies.	Manager Finance & Rating Operations	Ongoing	Open	**On Track**	Partially completed. Technology One has been implemented as the replacement for Authority and Council's core Financial Management System with the rates and property system being reviewed inline with the business plan financial year 2022/2023 Tender to be awarded for a new rating system in the coming weeks	30-Jun-23
Disability Discrimination Act Compliance	31-Jul-19	2a	Management of DDA buildings upgrades	Adopt a strategic long-term planning approach for DDA buildings upgrades within the integrated organisational framework	Medium	This will require a review of all buildings in accordance with current standards, with high level scope and budget estimate for DDA building upgrades. This can be used to develop a strategic long term planning approach for DDA building upgrades. Additional resources would be required given this requires an accredited DDA professional/consultant to undertake this work. Plans need to include scope of works, budget estimates, timeframes and prioritising.	Group Coordinator Civil and Buildings Projects	30-Jun-21	Open	**On Track**	Partially completed. Council has undertaken a Building Optimisation Internal Audit which provides a longer term consideration of the future utilisation of council buildings. Audit was carried out at Council Primary sites and Community Centres. Risk and priority rated. Cost estimate to provide strategic approach still required. Access and Inclusion audits completed on 4 Council facilities and 11 leased buildings. Actions from the 2 x audits (Council primary sites and Community Centres) are prioritised based on risk rating and have been and continuing to be delivered utilising annual allocated DAIP funding in 2021/22 and 2022/23. This information is being overlayed with the DAIP and specific DDA building audits to informal annual capital program budget allocations to make DDA related improvements where appropriate. Council now has a strategic guiding document, audit process and annual budget allocation process in place as these tools will continue to be used to optimise DDA outcomes for council buildings into the future. Future allocations continuing to deliver actions out of Audit. Audits and tracking in CM 20/1130	30-Jun-23
Disability Discrimination Act Compliance	31-Jul-19	2c	Management of DDA buildings upgrades	Prioritise resources to review and update the Disability Discrimination Building Action Plan, including scope of works, budget estimate, timeframes and prioritising	Medium	Budgets for DDA building works are approved annually. As above, updates are provided internally on completed and planned DDA works over a 3 year period. Examples of Update reports for previous 3 years were completed 12-15 months apart. Updates provide a 3 year picture of what works had been completed the previous year, proposed upgrades for the current year and future upgrades. This action will require a review of all buildings in accordance with current standards, with high level scope and budget estimate for DDA building upgrades. This can be used to develop a strategic long term planning approach for DDA building upgrades. Additional resources would be required given this requires an accredited DDA professional/consultant to undertake this work. Plans need to include scope of works, budget estimates, timeframes and prioritising.	Group Coordinator Civil and Buildings Projects	30-Jun-21	Open	**On Track**	Dedicated funding each year is provided through the Annual Business Plan.The DAIP report provides projects completed each financial year. Actions from the 2 x audits (Council primary sites and Community Centres) are prioritised based on risk rating and have been and continuing to be delivered utilising annual allocated DAIP funding in 2021/22 and 2022/23. Future allocations continuing to deliver actions out of Audit. Audits and tracking in CM 20/1130.	01-Nov-23
Disability Discrimination Act Compliance	31-Jul-19	2d	Management of DDA buildings upgrades	Improve Council's Project Management Framework including performing quality check to ensure buildings upgrades are designed and completed to compliant with DDA during the project and at final completion inspection of work	Medium	Project Management staff already undertake regular inspections of work and at final completion to ensure that the builder has delivered in accordance with the development approval and approved plans. Further consideration to be given to the most appropriate method to ensure this occurs. This could include consideration of the Project Management Framework for this purpose. Other options including provision in the consultant brief (and potential contract templates) which are used for building design and upgrades, and could potentially be amended to include provision for DDA requirements within the Building Code.	Group Coordinator Civil and Buildings Projects	30-Jun-20	Open	**On Track**	Partially Completed. DDA building improvement projects will need to certified by Council accredited staff or consultant on completion of the work. Team Leader Building and Compliance has agreed to certify council projects, which includes reviewing design prior to procurement and certifying completed works. This arrangement to be in place until other building assets staff have completed appropriate accredited course Council's Project Plan templates will need to modified to identify any projects that are DDA related. The current document 'Building Design Guidelines for Consultants' is to be reviewed and updated Project close out form is being reviewed by Strategic Projects Manager Project Checklist can be created to identify DDA improvements and initiatives. Building tenders and RFQ's contain DDA initiatives and requirements. Stakeholder identification required as part of PMF to nominate Access and inclusion committee and or our Team leader building and compliance to assess universal design. PC to include relevant stakeholders to sign off on Building standards and DDA specification requirements.	30-Jun-23
Disability Discrimination Act Compliance	31-Jul-19	2e	Management of DDA buildings upgrades	Retain audit trail in Project Plan and other relevant documentation		Decision Notification Forms issued by Council are not required to refer to Access Code/Standards. Private certifiers approve Building Rules. Builder is required to submit builder's written statement that the building is built in accordance with the development approval. The project close out form could be amended to include provision for Building Code and Disability Access standards, which is completed at the end of any infrastructure project.	Manager Finance & Rating Operations.	30-Jun-20	Open	**On Track**	Project Close out forms need to be amended to include reference to DDA accredited access staff or consultant to sign off on DDA projects. Project tracking in the Civil and Buildings projects team includes completed DDA initiatives. Project close out form is being reviewed by Strategic Projects Manager as part of a broader review of project management.	30-Jun-23
Asset Management Standards - Road Transport Asset Management Plan	25-Sep-19	5	Monitoring, evaluation and reporting	• Regularly report progress and performance against plans and strategies to an asset management steering group; and • Produce an annual report to Council on asset management and outcomes	Medium	A clearly defined monitoring, reporting and evaluation system on asset management and outcomes will be developed with relevant stakeholders. Appropriate stakeholder reporting will be established as part of this process	Strategic Assets Coordinator	30-May-20	Open	**On Track**	A register referencing improvement plan tasks from the 5 Infrastructure Asset Management Plans has been developed, enabling reporting on our progress of these improvement tasks. Recent migration of Asset Management Systems (Assetic to TechOne) has limited the ability (time) to report on Asset Management Plan performance, in consideration that the information required to measure performance is stored in the Asset Management System. Most likely to provide a report on the progression of the plans during the budgeting process for 2023-24FY that occurs in November/December 2023	30-Jun-23
Asset Management Standards - Road Transport Asset Management Plan	25-Sep-19	6	Steering Committee arrangement	Ensure the MACK steering group is formalised as an asset management steering committee to give unified strategic direction and carry out specific responsibilities for promoting and monitoring the implementation of the asset management strategy and plans	Low	A steering group will be formalised with relevant stakeholders that will have responsibilities for monitoring the implementation of the asset management strategy and plans. This will include the development of a Terms of Reference	Strategic Assets Coordinator	31-Dec-19	Open	**On Track**	Strategic Asset Management function is currently subject to a new internal audit which is underway. New findings and actions may supersede this current finding. This will be assessed once the internal audit report for this review is being finalised. In addition, the restructure of City Operations has now occurred, which will impact the alignment of roles and responsibilties and is still being workshopped.	30-Jun-23
Asset Management Standards - Road Transport Asset Management Plan	25-Sep-19	7	Policy requirements of review frequency	Update the policy to provide appropriate guide for the review frequency of RTAMP	Low	The Asset Management Policy will be updated to reflect the legislative requirement timeframe for review of asset management plans	Manager Finance & Rating Operations	30-Nov-20	Closed	**Completed**	Review of Asset Management Policy was undertaken in April 2022.	31-Dec-22

Asset Management Standards - Road Transport Asset Management Plan	25-Sep-19	IO-3	Risk management principles applied	Developing a central governance function for AMPs Recommendation in Finding 4 will enable asset risks to be reviewed with the whole Council in mind	N/A	The steering group being formalised with relevant stakeholders will have responsibilities for monitoring the implementation of the asset management strategy and plans, as well as the consideration of risks	Strategic Assets Coordinator	31-Dec-19	Open	**On Track**	Strategic Asset Management function is currently subject to a new internal audit which is underway. New findings and actions may supersede this current finding. This will be assessed once the internal audit report for this review is being finalised. In addition, the restructure of City Operations has now occurred, which will impact the alignment of roles and responsibilties and is still being workshopped.	30-Jun-23

Waste and Recycling Management - Review of Waste Management Services	22-Apr-20	2	Cleaner Waste Streams - reduce contamination in waste streams and more suitable use of resources	• The issues of China Sword and the response of government in the form of the National Waste Action Plan have highlighted the need to reduce contamination in the waste stream so that recycled material can be more readily and more cost effectively re-used. Improved source separation is fundamental to this. • This will foster the development of the circular economy, consistent with the 2018 National Waste Policy, but is requires an environment where resources are valued, used efficiently and only discarded when their component materials have no further use. There needs to be a shift in thinking to place the emphasis on repair, reuse and recycling of products and the development of closed loop systems where products can be broken up at the end of their life cycle for reuse in new products, reducing the need to extract new virgin resources. • here are a number of actions the CTTG can take to contribute to this, including: - Investigate the business case for the introduction of a fourth bin for the collection of high value recyclables, which would assist to lower current contamination levels potentially reducing overall collection and disposal costs. - From July 2020 ban single use plastics in council facilities and work with local shopping centres to encourage them to ban single use plastics. - Encourage and promote the sharing economy to improve sustainability and a sense of community by providing support for community groups, social enterprises and charities that recover waste. - Introduce multiple bins systems in public places and at all public events to focus on encouraging waste separation and diversion. - Ensure green bins have instructions on the lid about FOGO and other acceptable materials. - From FY2020 set sustainable targets for its own procurement activities, incorporating a year on year increase through to FY2025. (a) To create demand for sustainable products the CTTG, like all tiers of government, should seek to purchase goods with recycled content and actively participate in the "Buying it Back" LGA Circular Procurement Pilot Project. (b) There are nine councils participating in the "Buying it Back" Pilot Project, these councils are using their combined buying-power to significantly increase demand for recyclable materials. The project aims to improve the sustainability of waste management practices, ensure the ongoing viability of the recycling system and, over time, reduce councils' waste management costs. (c) The project is a significant step towards developing local markets and on-shore processing for recyclable materials and establishing a truly circular economy e.g. Office stationary/paper; Fixtures (e.g. street furniture, drinking fountains, bollards, fencing, decking, garden edging, planter boxes, fitness equipment, wheel stops, speed humps, bins, pipes, signage); Construction materials (recycled-content includes recycled asphalt, glass fines, plastic, rubber, toner); and Compost.	N/A	Recommendations adopted for the purposes of developing Council's Annual Business Plan for 2020-21 and Council's next review of its Long Term Financial Plan	Director Assets and Environment Group Coord Water, Waste & Environment	N/A	Open	**On Track**	Completed and continuing. Completed initiatives include: - Recycling Contract with NAWMA which will enable opportunities for circular economy participation - A Pizza box educational program - Ongoing Education Campaign with targeted messages and strategies - Three-bin systems with compostable bags at all council facilities - Compostable dog waste bags at dog parks - Compostable dog bags only in use at all dog waste bag dispensers - Three-bin systems (solar bins) trialled in Civic Park and Golden Fields - Recreation Centres and Water World - single use plastics no longer in use - Reusable Nappies and Sanitary Subsidy Program	01-Nov-23
Waste and Recycling Management - Review of Waste Management Services	22-Apr-20	5	Funding the roll-out of green waste bins	Council's draft Annual Business Plan 2020-21 should incorporate funding to roll out additional green waste bins, approximately 8,000, to residents that do not currently have a suitable bin.	N/A	Planning the roll-out of green bins to households without a current green bin	Director Assets and Environment Group Coord Water, Waste & Environment	31-Dec-20	Open	**On Track**	Partially completed and ongoing. The Annual Business Plan for 2021/2022 included budget to continue 140L or 240lt wheelie bins to residents that currently do not have access to green waste disposal services, or who need a replacement of their existing bin. To date **5,486** green bins and **8,037** caddies have been rolled out across the city. The remainder will continue to be distributed upon request for new and additional bins. In January the project to investigate the distribution of kitchen caddies and compostable bags to households was completed. The results and recommendations will be provided to ELT and Council by 31 March 2023. This project is Co-funded with: - Green Industries SA (GISA). This funding contributed to the kitchen caddy rollout in 2020/2021 it continues into 2022/2023. - Solo Resource Recovery, funding of $48k per year as per the contract extension	01-Nov-23
Credit Card Payments Platform	29-Jul-20	1	Improvements required to monthly controls over transactions	Each month, an audit is undertaken by three Finance staff for a random sample of transactions. This audit is comprised of a selection of approximately 30 transactions for the month, which are investigated to ensure that: • Transactions have been appropriately approved and coded correctly • Appropriate supporting documentation is attached, including copies of relevant receipts, with the receipt matching the expense description and amount • Spend is appropriate and aligned to CTTG policy. Although it was observed that a routine monthly audit process is in place, which has provided an additional layer of internal controls over credit cards, our review highlighted the following gaps against better practice regarding the current process: • Guidance is not in place for the selection of transactions for sample testing, including gaps in guidance as to what the audit process should include. • Summary reporting to CTTG Management is not in place to highlight the number of non-conformances against policy (i.e. number of transactions with incorrect receipt, spend on restricted items, etc.) identified during these audits. This is noted as an important step for identifying repeat offenders and common areas of non-compliance where further training and awareness to staff would be beneficial. • There is no assurance provided that Finance and Accounting staff transactions are reviewed independently (i.e. not self-reviewed), considering they are conducting the audits. It is noted that currently only two members of the Finance team have a credit card, however, this may increase as more cards are rolled out amongst staff. • A review of temporary delegation limit increases is not conducted or reported to Management. Temporary limit increases are assigned to credit card holders where there is a requirement to purchase a good or service that is valued higher than their regular delegation. Going forward, it is also noted that consideration of cyclical increased audits may be beneficial. As an example, increased auditing post-Christmas is a process that other councils have put in place where increased levels of incorrect/inappropriate expenditure is more likely to occur. Our review also observed that data analytics is not utilised to support the monthly audit process or conduct financial analysis. As a result, there are opportunities to increase the coverage of review over the Council's credit card expenditure through the implementation of on-going data analytics. Specifically, it was identified that: • There is no targeted analysis performed over high risk transactions, such as flagged transactions, anomalies, high value items, etc. • There is no analysis conducted over circular approvals, changes in temporary or permanent delegation limits, or number of card issuances/cancellations. • There is no management reporting of detailed spend analysis. This would support management to identify areas of frequent purchase, and opportunities to implement contracts to save money. It is acknowledged that CTTG has been investigating data analytics capabilities and plans to implement TechOne. As the organisation plans to issue the majority of staff with a credit card, effectively tripling the current number of active credit cards, it is noted that the use of data analytics will become increasingly important for effectively and efficiently implementing robust internal controls over the CTTG's credit card expenditure. **Risk(s)** • Lack of Management oversight, including the identification of financial or operational issues relating to credit cards • Inability to effectively spot check and audit temporary delegation increases • Issues and non-conformances not raised to Management • Inconsistent and inefficient audit and review processes.	Medium	It is recommended that the CTTG: 1. Continue working to implement TechOne and configuring a data analytics capability. 2. Update and formalise monthly audit and data analytics procedures, which should include reference to: a. Sampling methodologies to be used for auditing and conducting data analysis. This may include a set sample size percentage (relative to the population of transactions) and increased sample sizes periods of increased usage such as post-Christmas. b. Requirements for re-testing and reviewing previous non-compliance areas to ensure issues are non-recurring. c. Management reporting to be completed, submitted and reviewed by Management each month as an additional control mechanism. As an example, this could be completed through dashboard reporting, including review of temporary delegation limit increases, transaction non-conformances, etc.	Manager Finance & Rating Operations Systems Accountant	**1. & 2c. - 30/06/2023** **2a. & 2.b - Complete** 30/9/2020	Open	**On Track**	Partially completed. Currently working on a project that will bring the Credit Card Transaction into TechOne at a transaction level. This will then enable analytical tools to be developed to interrogate this data. Waiting for a revised extract from Flexipurchase, which will be used to build the intergration into Tech One around credit card analysis.	30-Jun-23

Credit Card Payments Platform	29-Jul-20	3	Limited oversight of credit card expenditure linked to open contracts	Currently, a consolidated view or direct link between credit card transactions to open contracts is not in place. Typically, a transaction that is related to a contract will be linked, and is able to be tracked through financial systems as part of regular financial processes to ensure budgets can be met, the appropriateness of expenditure can be reviewed and is in accordance with relevant approved contracts. Currently, the CTTG's finance system does not allow for a link between transactions and contract numbers due to the current system configurations and abilities. As a result, expenditure cannot be linked to a contract number, and may not be accounted for in performance reporting and/or budget management. It is acknowledged the Procurement Policy states transactions under $1,000 are not required to be linked to a contract. However, as the CTTG continues to decentralise the Accounts Payable Function and distribute more credit cards, expenditure will increase and there will be a greater need for visibility and linkage between spend and contracts.	Low	1. Configure the FlexiPurchase system, or TechOne (when it is implemented) to enable linkage between transactions and contract numbers. 2. Upon implementation of Recommendation 1, update the Credit Card Policy to include a requirement for correctly coding transactions against a contract number where applicable.	Manager Finance & Rating Operations Systems Accountant	30-Jun-23	Open	**On Track**	Currently working on a project that will bring the Credit Card Transaction into TechOne at a transaction level. This will then enable analytical tools to be developed to interrogate this data. It is intended that the transaction information will be linked to suppliers, which enable better analyis at supplier level.	01-Nov-23
Tree Management	29-Jul-20	3.2.1.a	**Governance Framework** - Policy is currently very wordy and somewhat confusing to read	The Policy would benefit from a review to refine the content whilst retaining the same messaging. Examples of recommended reviews include : • aim to be more visionary and intergenerational in its messaging; • outline reasons under which Council will undertake action, rather than under which they will not. For example: 'We will prune trees for the health and welfare of the tree in alignment with Australian standards'. This type of wording allows any request to prune a tree that goes against this statement to be denied, without the need to list all of these potential scenarios (e.g. leaf fall, shading of solar panels).	**Priority Rating 1**	1. Complete draft revision of the Policy to refine and clarify messaging (see also Action 3). 2. Implement Policy amendments in 2022 (next due date for Policy review).	City Arborist	31-Dec-20	Closed	**Completed**	Revise Policy to refine and clarify messaging as per recommendations Policy has been re-written to include all recommendations with the draft policy adopted in August 2021.	N/A
Tree Management	29-Jul-20	3.2.1.b	**Governance Framework** - Street tree pruning is currently occurring on a regular cycle rather than based on outcomes from a regular inspection	**Street Trees Generally** (page 3) This section states that "A regular inspection / maintenance programme will be followed to ensure that all street trees are inspected and maintained on a regular cycle. The frequency of this programme will not be less than one inspection per every five years." Personnel interviews noted that street trees are currently pruned on a regular rotation of at least once every 5 years (currently about once every 4 years). The Policy though outlines the current best practice, that is for inspections only to be undertaken on a regular cycle (typically 4-5 years), with the inspections identifying the need for pruning / maintenance works; rather than undertaking pruning/maintenance because "the time is due". This is a more targeted and proactive approach, and is more cost effective, noting that different trees may require more or less frequent pruning.	**Priority Rating 2**	1. Implement an Asset Management System to capture inspection and assessment process.	Supervisor Arboriculture and Biodiversity	30-Sep-21	Closed	**Completed**	Developed an asset management system to capture the inspections and assessment process. The new draft policy has been re written to include inspection and work requirements documented rather than the undertaking of pruning if not required	N/A
Tree Management	29-Jul-20	3.2.1.c	**Governance Framework** - Policy lacks specific requirement for all tree-related customer requests and resolutions to be recorded in the approved CFS system	Council's newly adopted CFS (Customer First Solution) system is designed to streamline and record of all customer requests relating to trees, and the associated actions and resolution response. It will be important that this system is used to capture all customer requests, including those ad hoc requests directed personally to Council officers undertaking tree inspections/works on site.	**Priority Rating 3**	1. Revise Policy (e.g. pages 6, 7, 8) to include reference to the specific reporting processes for all customer requests relating to trees.	Manager Operations Support Services Manager Customer & Communications	31-Dec-20	Open	**On Track**	Revise the Request for Services Policy to improve the tree management request process. Including *Adhoc* requests Reinforcements of instructions to EM's and other requests to be redirected through the CFS system for data capture, transparency and close out requirements documented Will form part of the Service Reviews Comments are not currently being sent to customer, even though this is entered into CFS response. IT will enable the comments to customer via Salesforce. Refresher to staff around appropiate language and service standards. CFS promotional cards given to EM's in January.	30-May-23
Tree Management	29-Jul-20	3.2.1.d	**Governance Framework** - Strengthen specific (contextual) references to AS4373 and AS4970 as relevant in the Policy	**Policy** (page 3) This section includes a statement that "…relevant documents will be maintained as reference documents for council employees and contractors…" and that "These documents will be consistent with Australian Standards…". However, there are inconsistencies in reference throughout the Policy to which specific Australian Standards apply in which situations. For example, specific reference is made to AS4970 (Protection of Trees on Development Sites) on page 11, though this Standard should also be specifically referred to in the 'Works Adjacent to Trees on Council Property' section on page 8. Further, the 'Tree Removal' section (page 9) refers to "…the Australian Standard – Pruning of amenity trees…" rather than using its code AS4373. Specific reference to AS4373 should also be included where any maintenance works will result in tree crown pruning (e.g. page 3 – 'Street Trees Generally', page 6 – 'Council Trees Encroaching onto Private Land', 'Tree Growing on Council Reserves or Operational Land', page 9 – 'Trees and Powerlines', page 13 – 'Tree Screening Management').	**Priority Rating 1**	1. Revise Policy to include specific references to AS4970 on page 8, and AS4373 for any tree crown pruning / maintenance works (e.g. pages 3, 6, 9, 13).	City Arborist	31-Dec-20	Closed	**Completed**	Revise policy to include reference to standards New Draft Policy includes reference to AS4373 and AS4970	N/A
Tree Management	29-Jul-20	3.2.1.e	**Governance Framework** - Policy does not clarify how risk is determined	**Council Trees Encroaching on Private Land (page 6)** This section states that pruning over private property will only occur when there is a "…significant risk to the safety of persons or property". How a 'significant risk' is defined is not clear in the Policy. A current industry accepted tree risk assessment method, such as Quantified Tree Risk Assessment (QTRA) or The International Society of Arboriculture Tree Risk Assessment Qualification (TRAQ) should be referred to. Reference should also be made to the Local Government Act section 254 'Power to make orders' and the Council's 'Order Making Policy – 2019'. **Tree removal (page 9)** This section outlines under what criteria tree removals on council land should occur. However, also lacks reference to a risk assessment.	**Priority Rating 1**	1. Revise Council Trees Encroaching on Private Land (page 6) and Tree Removal (page 9) section to include clarification about how risk is defined. This should include reference to an industry accepted tree risk assessment method.	City Arborist Risk and Audit Advisor	31-Dec-20	Closed	**Completed**	Develop a 'tree risk assessment' framework and implementation plan Policy outlines how risk will be determined along with the development of a technical guideline to support the risk assessment process	N/A
Tree Management	29-Jul-20	3.2.1.f	**Governance Framework** - 'Developments' section lacks reference to Development Act and Development Plan.	**Developments (page 10)** This section should reference the Development Act and Development Plan for Tea Tree Gully Council regarding where development should occur to ensure minimal impact on regulated/significant trees. Also should include how new tree plantings, available space and street scapes are defined.	**Priority Rating 3**	1. Revise and clarify definitions for new tree plantings, available space, and street scapes. Developments section (page 10) to include reference to the Development Act and Development Plan for Tea Tree Gully Council.	City Arborist	28-Feb-21	Closed	**Completed**	Review to emphasise how new tree plantings are defined/available space/street scapes References to the new Planning, Development and Infrastructure Act 2016 have been included in the new policy. Further references will be included in the technical guidelines - tree planting and tree removal	N/A
Tree Management	29-Jul-20	3.2.1.g	**Governance Framework** - Approach applied for estimating value of trees is outdated.	**Unauthorised Works / Poisoned Trees (page 10)** This section specifies the Revised Burnley method for valuing trees be applied in relevant scenarios. This method is outdated as it relies primarily on a subjective assessment of tree amenity. Leading best practice for tree valuations recognises the value of trees is greater than its amenity alone. Rather. Valuations should include assessment of the tree's amenity together with its location in the landscape, provision of ecosystem services, biodiversity value, and replacement value. For example, the City of Melbourne Tree Valuation Calculator is now being increasingly adopted by local Councils as a more realistic tree valuation method.	**Priority Rating 3**	1. Adopt or adapt the City of Melbourne's Tree Valuation Calculator as the preferred approach for valuing trees, and update that Policy to reflect this (page 10).	City Arborist	28-Feb-21	Closed	**Completed**	Method for valuing trees has been included in the policy and a reference to the use of the Urban Amenity Valuation Formula made	N/A
Tree Management	29-Jul-20	3.2.1.h	**Governance Framework** - Tree benefits listed lacks specific reference to biodiversity and landscape connectivity, and human mental and physical health and well-being.	**Tree Planting (page 11)** This section lists a number of benefits provided by trees. However there is no reference to biodiversity benefits (particularly habitat, resource, and landscape connectivity benefits), or human physical and mental health and well-being benefits. This section should be strengthened to specifically include these benefits, as well as note benefits to local economic prosperity from tree-lined retail/commercial precincts. Other councils provide an expanded range of benefits, reinforcing the importance of trees.	**Priority Rating 1**	1. Revise Tree Planting section (page 11) to reinforce Council's position in maintaining such benefits.	City Arborist	28-Feb-21	Closed	**Completed**	Revise to include high level statement in policy and set KPI for meeting Council's strategic objectives (increasing tree canopy) The policy has been reviewed to include biodiversity benefits (particularly habitat, resource, and landscape connectivity benefits), or human physical and mental health and well-being benefits. Further benefits have been included and referenced around the local economic prosperity from tree-lined retail/commercial precincts. The benefits will be further referenced in the technical guidelines	N/A

Tree Management	29-Jul-20	3.2.1.i	**Governance Framework -** Lacks measurable targets for the spread, location and composition of the urban tree canopy.	**Canopy Management, Monitoring and Evaluation (page 3)** This section notes that "Council will develop a program that determines the spread, location and composition of its urban tree canopy on both private and public land. Systems will be established to monitor and evaluate the changes within the urban tree canopy and research and implement programs that support, sustain and improve the overall percentage covering over the City." This is a general statement though and lacks quantifiable targets, timeframes for completion, responsibilities, and reference to a Strategy for achieving these outcomes. The State's 30-Year Plan requires metropolitan Councils to meet specified canopy cover targets based on each Council's current canopy cover amount. Councils are increasingly quantifying their current cover, target cover goals, and approach for achieving goals, including defining the composition of the canopy cover with species diversity and age diversity targets."	**Priority Rating 1**	1. Revise Canopy Management, Monitoring and Evaluation (page 3) section to include reference to approved quantified canopy cover targets, timeframes, and responsibilities for developing the program, including reference to a dedicated Strategy (see also Actions 21 and 22).	City Arborist Environmental Sustainable Coordinator	31-Dec-20	Closed	**Completed**	**Action 1:** Revise policy to include approved quantified canopy cover targets, timeframes, and responsibilities for developing the program, including reference to a dedicated Strategy References have been included under 'plan' section of the Policy with further information provided in the technical guidelines	N/A
Tree Management	29-Jul-20	3.2.1.i	**Governance Framework -** Water Sensitive Urban Design (WSUD) details and guidance needs to be strengthened.	**WSUD (page 11)** This section contains a simple statement on how WSUD shall be considered. There is a considerable lack of detail and guidance and this section should at least reference the requirements under the State's 30-year Plan, specifically policies P49, P86, P106, P115, and P117. Consideration should also be given to the development of a stand-alone WSUD policy or strategy which will specify opportunities for integrating WSUD in new developments and retrofitting existing developments. Such document development should be undertaken in consultation with Council's Civil teams and should reference DEWNR's Water Sensitive Urban Design publication as well as the State's WSUD policy and Technical Manual for water-sensitive urban design in Greater Adelaide. Examples are emerging that demonstrate other local Councils are developing specific WSUD policies and guidelines that are underpinned by global best practice. For example, • City of Yarra (VIC) adopted in 2016 their Water Sensitive Urban Design (WSUD) Policy for Council Infrastructure Assets, which is supported by Water Sensitive Urban Design (WSUD) Guidelines for City of Yarra Works • Bayside City Council (VIC) has Clause 22.10 –Water Sensitive Urban Design (Stormwater Management) Policy which is a new Local Planning Policy in the Bayside Planning Scheme. It is supported by the Water Sensitive Urban Design Compliance Guidelines for New Development document.	**Priority Rating 1**	1. Revise Canopy Management, Monitoring and Evaluation (page 3) section to include reference to approved quantified canopy cover targets, timeframes, and responsibilities for developing the program, including reference to a dedicated Strategy (see also Actions 21 and 22).	Supervisor Arboriculture and Biodiversity	30-Sep-21	Closed	**Completed**	**Action 2:** Develop a tree asset management system for ongoing monitoring and evaluation System Implemented	N/A
Tree Management	29-Jul-20	3.2.1.j	**Governance Framework -** Required clearances for Council trees encroaching on private land are very minimal.	**Council Trees Encroaching onto Private Land (page 6)** The clearance guidelines outlined in this Section specify minimum clearances over private boundary fences and dwellings. Whilst clearance requirements vary from Council to Council, the requirements outlined by the City of Tea Tree Gully are considered minimal (500 mm over fence and 1 m over roof). If trees are inspected every 4-5 years (as per page 3 of the Policy), it is unlikely these minimum clearances can be maintained. This may lead to customer complaints.	**Priority Rating 3**	1. Revise Council Trees Encroaching onto Private Land section (page 6) to either increase clearance requirements over private boundary fences and dwellings or increase the inspection time frame (see also Action 4).	City Arborist	31-Dec-20	Closed	**Completed**	Review policy wording with an emphasis when and why pruning is undertaken and remove reference to specific measurements in policy The references to when, why and how pruning will be undertaken has been included in the policy as well as a reference to appropriate standards and risk assessments, including specifics in technical guidelines	N/A
Tree Management	29-Jul-20	3.2.1.k	**Governance Framework -** Lacks clarification on where development may be occurring (public/private land) and who is responsible for assessing and managing the tree.	**Construction Activities/events (page 11)** This section notes that trees will be protected from construction works with reference to AS 4970 Protection of Trees on Development Sites. The Policy though should also clarify that this applies to development that is occurring on public and private land. Further, where this is occurring on public land, Council should seek appropriate advice on protecting the trees, using internal arboriculture staff or external arborists. However, where this is occurring on private land, Council should define who is responsible for the tree impact assessment report. This will vary from a regulated tree (council responsibility) to a significant tree (land owner responsibility). The tree protection plan should then form part of the conditions of consent for the development to proceed.	**Priority Rating 3**	1. Revise Construction Activities/events section (page 11) to clarify who is responsible for assessment of trees on public land and significant/regulated trees on private land.	City Arborist	31-Dec-20	Closed	**Completed**	Revise construction activities/events but for public trees only The policy has been revised to included who is responsible and has the delegation to approve the removal of trees and protect trees where reasonable alternative re development are available. Further information will be included in the technical guidelines	N/A
Tree Management	29-Jul-20	3.2.1m	**Governance Framework -** Lacks reference to the SA Power Networks' 2018 guidelines, "Powerline Friendly Trees"	**Trees and powerlines (page 9)** This section identifies the need to maintain an agreement with SAPN regarding tree clearances under powerlines. Council's species selection palette for plantings under powerlines should reference and ensure alignment with SAPN's 2018 publication "Powerline Friendly Trees". Particularly noting that Tea Tree Gully is identified as a Council that shares an ecotone with an additional climate zone and so some ""new"" species may do well in this area under altered climates."	**Priority Rating 3**	1. Revise Trees and Powerlines section(page 9) to specifically reference SAPN "Powerline Friendly Trees" guidelines.	City Arborist	31-Dec-20	Closed	**Completed**	Review policy to include reference to SAPN Powerline guideline A reference SAPN will be included in the appropriate technical guidelines, vegetation clearance and tree planting The reference to SA Power Network - Powerline Friendly Trees - Guideline 2018 has been included under 'Other References ' external documents with further inclusion in the appropriate technical guidelines	N/A
Tree Management	29-Jul-20	3.2.1n	**Governance Framework -** 'Storm Events-Tree Damage' section lacks reference to Section 54A of the State's Development Act with regard to Storm events - tree damage.	**Storm Events - Tree Damage (page 8)** This section outlines how Council will respond to storm damaged trees on public and private land and assist in the clean-up process. It defines how Council will "…respond to any tree creating a safety hazard…' However, there is no reference to the Development Act - Section 54A Urgent Works, in relation to works undertaken on regulated and significant trees. As such storm clean-up works may involve pruning which may constitute a tree damaging activity and so represent a breach of the Development Act. In such cases, a development application is typically required after the event. Council should outline how they will deal with this situation.	**Priority Rating 1**	1. Revise Storm Events - Tree Damage section (page 8) to include specific reference to Section 54A of the Development Act when undertaking urgent works on regulated/significant trees.	City Arborist	31-Dec-20	Closed	**Completed**	The reference to the PDI Act 2016 has been included in the new revised policy with additional information on 'storm event' tree damage to be included in the relevant Technical guidelines	N/A
Tree Management	29-Jul-20	3.2.1o	**Governance Framework -** 'Legislative Framework - Local Government Act' section lacks reference to Section 254 - Power to Make Orders.	**Legislative Framework - Local Government Act (page 15)** This section is generally consistent with other Councils but has omitted reference to Section 254 - Power to make orders. Though we note Council's Order Making Policy does make reference to Section 254 of the Act, it should still also be referenced in the Tree Management Policy - or make it clear that the Council's Order Making Policy should be considered with regard to orders made (e.g. page 6, Private trees encroaching onto Council maintained land)"	**Priority Rating 1**	1. Revise Legislative Framework-Local Government Act section (page 15) to include reference to the Local Government Act Section 254 -Power to make orders. 2. Specifically reference Council's Order Making Policy on page 6 with regard to how to issue an order.	City Arborist	31-Dec-20	Closed	**Completed**	Revise policy to include reference to LGA Section 254 - Power to Make Orders Reference to LGA and Order Making Policy included in external and internal 'Other References' Further reference will be included in the appropriate technical guidelines	N/A
Tree Management	29-Jul-20	3.2.2a	**Operational Systems -** 'Street tree pruning is currently occurring on a regular cycle rather than based on outcomes from a regular inspection.	**Street Trees Generally (page 3)** This section states that "A regular inspection / maintenance programme will be followed to ensure that all street trees are inspected and maintained on a regular cycle. The frequency of this programme will not be less than one inspection per every five years." Personnel interviews noted that street trees are currently pruned on a regular rotation of at least once every 5 years (currently about once every 4 years). The Policy though outlines the current best practice, that is for inspections only to be undertaken on a regular cycle (typically 4-5 years), with the inspections identifying the need for pruning / maintenance works; rather than undertaking pruning/maintenance because "the time is due". This is a more targeted and proactive approach, and is more cost effective, noting that different trees may require more or less frequent pruning.	**Priority Rating 1**	1. Implement an Asset Management System to guide and report on inspection cycles, findings, and maintenance timeframes.	Supervisor Arboriculture and Biodiversity	30-Sep-21	Closed	**Completed**	Develop and implement a Tree Asset Management System to guide and report on inspection cycles, findings, and maintenance timeframes System implemented	N/A
Tree Management	29-Jul-20	3.2.3a	**Communication and Messaging -** Lack of consistent education, knowledge, messaging within and outside Council regarding the benefits provided by trees and their priority as an urban asset.	It is considered that Council could do better as an organisation in helping customers and internal Council personnel and elected members understand the importance of trees with regard to ecological services, biodiversity, and landscape connection and amenity. Cultivating a culture of tree appreciation within the Council organisation and communicated externally to residents, businesses, and visitors will be an important step in achieving tree-related outcomes. A marketing campaign to saturate multi-media (online, paper, radio, buses etc) combined with a commitment to celebrating trees and positive tree stories will facilitate a positive cultural shift regarding trees.	**Priority Rating 2**	1. Revise the Policy to include a "Communication and Messaging" section which will state Council's position on educating the community and providing elected members with education regarding trees and environmental benefits. (see also Action 31). 2. Include in the "Communication and Messaging" section (see Action 19) the development and implementation of an on-going marketing campaign regarding tree benefits and importance, and a regular process for celebrating trees with the community (see also Action 19).	City Arborist	31-Dec-20	Closed	**Completed**	Revise policy to include a communication and messaging section An additional heading in the policy has been included called Engagement and Promote	N/A
Tree Management	29-Jul-20	3.2.3b	**Communication and Messaging -**Consistent messaging and terminology relating to trees is not currently applied within and outside of Council.	"Consistent messaging and use of terminology is important for minimising confusion. For example, Council is the "custodian" of trees, not the "owner", yet during this auditing process, these terms were used interchangeably, though more often tree ownership was applied. The Policy also refers to Council as the ""legal owner of the tree"" (page 15). Terminology should be confirmed and applied consistently across Council documents, messaging, and within internal communications.	**Priority Rating 1**	1. Provide clarification in the "Communication and Messaging" section (see Action19) about correct terminology (e.g. tree custodian vs. tree owner) and the importance of using correct terms.	City Arborist	31-Dec-20	Closed	**Completed**	Revise policy for consistent use of terminology The reference to custodian and/or owner has been removed from the Policy As part of writing the technical guidelines consistency will be applied	N/A

Tree Management	29-Jul-20	3.3.1a	**Governance Framework** Not all recommendations have been actioned from the 'Independent Inquiry into the Management of Trees on Public Land'.	Council's 'Tree Management Policy' already addresses some of the Inquiry's recommendations. However, like some other local Councils, a number of recommendations have not yet been adopted. Council should refer to this reference when updating their 'Tree Management Policy'. Our audit considers that not all recommendations can be reasonably implemented and may not be required by Law. However, some worth considering are: • Tree management policy: Recommendation 1 • Proactive management of tree risks: Recommendations 4 and 5; • Measures to prevent the development defects in new plantings: Recommendation 11; • Supervision of developments: Recommendations 13 and 14; We also consider Recommendation 2 under Tree management policy is adopted. However, we consider such recommended consultation and community engagement may be better aligned with development of an Urban Tree Strategy than the Tree Management Policy.	**Priority Rating 2**	1. Adopt recommendations from the 'Independent Inquiry in the Management of Trees on Public Land'.	City Arborist	31-Dec-20	Closed	**Completed**	Revise policy to include recommendations as determined Reference has been included in the Policy in 'other references relating to the Independent Inquiry Further recommendations will be included in the appropriate technical guidelines	N/A
Tree Management	29-Jul-20	3.3.1c	**Governance Framework** No clear targets, prioritisation or strategic plan for tree management, protection and growth.	Target 5 of the State's '30-Year Plan for Greater Adelaide' identifies high level 2040 canopy cover targets for Council areas based on the current (benchmark) canopy cover amount. Further, Objective 2.6 of Council's 'Strategic Plan 2025' states "Our tree canopy cover is increasing"" Despite the State establishing local Council canopy cover targets and timeframes, the City of Tea Tree Gully lacks any local quantifiable targets or a strategic framework to detail how to achieve objectives. Further, the 23.5% canopy cover amount identified as a benchmark in Council's Strategic Plan 2025 is outdated, being based on an assessment of 2013 aerial imagery. The canopy cover benchmark therefore requires updating to best underpin strategic target setting. Development of an Urban Forest / Urban Greening / Urban Cooling Strategy and measurable Action Plan (including role clarity for up to 12 months) is required to effectively protect, maintain, grow, and monitor the urban forest in alignment with the State's 2040 targets and Council's strategic objectives. Development of such strategic documents is increasingly occurring in local Councils across Australia and internationally. For example: • Melbourne's Urban Forest Strategy; • City of Burnside Urban Tree Strategy; • Town of Walkerville Urban Forest Strategy; • City of Sydney Urban Forest Strategy; • City of Canada Bay Urban Tree Canopy Strategy; • City of Perth Urban Forest Plan; • City of London Urban Forest Strategy; • City of Seattle Urban Forestry Management Plan	**Priority Rating 1**	1. Develop and adopt an Urban Greening or Urban Cooling Strategy and Action Plan for protecting, managing, growing, and monitoring the urban forest. 2. The Urban Greening or Urban Cooling Strategy will include quantifiable targets for canopy cover across the Council area (see also Action 11).	Manager Technical & Engineering Services City Arborist Manager City Strategy	30/06/2021 30/06/2022 30/06/2022	Open	**On Track**	**Action 1:** Adopt recommendation – Urban Forest Strategy **Action 2:** Develop action and strategy plan **Action 3:** Budget bid/allocation **Action 4:** Develop and implement strategy Implement quantifiable targets for canopy cover using Walkerville Urban Forest Strategy	30-May-23
Tree Management	29-Jul-20	3.3.2a	**Operational Systems -** Within the CFS system, comments recorded on case actions are inconsistent or missing.	Ensuring consistent and detailed comments are entered for each case in the CFS system will be essential in supporting Council should there be liability claims made in the future. Three specific areas have been identified that are likely contributing to the inconsistency in case commentary in the CFS system: 1. The additional comments field in the CFS system is currently an optional field, which allows cases to be closed out with entering any additional comments. 2. There are no guidelines regarding the specific details important to capture in comments; 3. The system currently allows comments and notes to be added in two different locations (comments box or chat function). This makes it difficult to readily access and track the flow of comments for a case.	**Priority Rating 1**	1. Develop commentary guidelines which will require personnel to enter comments, in a consistent level of detail, and in a consistent location in the system prior to closing a case.	Manager Parks Manager Customer and Communications	31-Dec-20	Open	**On Track**	Revise Council strategies and plans to ensure trees and consistent messaging about trees, are adequately reflected in CFS Amended CEO response letters to MP's Set up meetings to format template for response letters (required by operational staff) System improvements will include mandatory close-out commentary both at a case and order level Mandatory field developed in CFS for entering completion comments when closing out Cases and Work Orders - 16 April 2021 Letters to be reviewed by comms team as part of org-wide comms review	30-May-23
Tree Management	29-Jul-20	3.3.2b	**Operational Systems -** System is not intuitive or user-friendly without training/support.	Personnel who don't use the system regularly, are not IT-savvy, or are new to the system (e.g. temporary secondment) report that the system is confusing to use. This could lead to inaccurate records or case management.	**Priority Rating 1**	1. Provide consistent training for all new users of the system (including temporary positions). 2. Provide a dedicated administrative support officer who will undertake internal quality assurance checks of cases and assist with case lodgement for staff who use the system.	Manager Operations Support Services Digital Coordinator	30-Jun-21	Open	**On Track**	Develop CFS checklist/procedure, Determine training needs based on CFS system gaps in conjunction with Customer Relations and organise regular meetings to discuss system irregularities Part of current steering committee tasks i.e single work order, City Ops review will enable specific training	30-May-23
Tree Management	29-Jul-20	3.3.2c	**Operational Systems -** Council's urban forest structure, condition, and function is not clearly understood and is not being assessed.	An in-depth understanding of the urban forest is needed to support a number of Council actions (e.g. developing Urban forest strategy, species selection for plantings, priority planting locations). To facilitate strategic decision-making regarding tree planting objectives and actions Council should take steps to better understanding their current, and potential future urban forest. This may include the development of a centralised mapping and data management system to capture and information relating to the structure, diversity, and condition of Councils public trees, as well as the location and status of vacant sites. Local Councils across Australia are increasingly taking steps to gain a comprehensive understanding of their current and future urban forest.	**Priority Rating 1**	1. Develop and implement a system for strategically assessing, mapping and monitoring the urban forest, including species diversity, age and condition, vacant planting sites, and planting survival rates.	Manager Technical & Engineering Services	30-Jun-22	Open	**On Track**	Development as part of the Urban Forest strategy Will form part of the Asset Management System - inclusion 1/3/2022 - Nursery RFQ specifications completed as part of the process Urban Forst strategy still to be developed and due to the organisational restructure, may sit with the City Arborist.	30-May-23
Tree Management	29-Jul-20	3.3.2d	**Operational Systems -** No standardised guideline for assessing tree stock from nurseries.	The arboriculture team has developed over time a process to assess the quality of tree stock from nurseries. However, this information is not captured in a formalised Council adopted guideline or a centrally accessible location. Doing so will be important for the longevity of knowledge and the accessibility to Council staff and ensuring consistency in selecting stock. Arboriculture team should be consulted in this process.	**Priority Rating 2**	1. Develop formal Council guidelines for selecting quality tree stock, and which will form part of the contract specification for the purchasing of plants/trees.	Supervisor Arboriculture and Biodiversity Team Leader Street Tree Development	30-Jun-22	Open	**On Track**	Develop procedure as per recommendations for tree stock selection These requirements will be included in the Technical Guideline 'Tree Planting' Specification for the selection of tree stock now included in RFT Standing Offer Supply of Plants C212228. Technical Guide Lines still to be developed.	30-Jul-23
Tree Management	29-Jul-20	3.3.3a	**Communication and Messaging -** Clarity and information about forward tree works (e.g. pruning) is not currently transparent and readily accessible within Council and by customers.	Communication and education with customers (and Council members) could be improved by providing an accessible and interactive online platform containing information about Council's trees and their strategic growth, management, and protection of trees. The City of Melbourne's Urban Forest Visual's Street Tree Planting Schedule map is an example of such a platform.	**Priority Rating 2**	1. Develop and implement an online interactive platform to showcase the urban forest, its benefits, and the schedule of tree works (e.g. planting and maintenance).	Manager Operations Support Services	31-Dec-21	Open	**On Track**	Work with Communications to develop a communication strategy/similarly to theme used for waste management. Meetings with marketing team to develop marketing strategy Online interactive platform still to be developed. Some initiatives in place such as Tree Planting in your street flyer	20-Dec-23

Complaints Handling	30-Sep-20	4	**Absence of customer experience and complaints training outside the Customer & Communications team**	There is an absence of customer experience and complaints handling training for staff outside the Customer & Communications team, including on-boarding and refresher training. As a result, staff interviewed noted there may be inconsistencies in the capability of staff across the CTTG when interacting with customers and engaging in difficult conversations. Outside of the Customer & Communications team, there is a reliance on a 'buddy system' during on-boarding, which entails partnering a new starter with an experienced employee to guide interactions (including complaints) with customers. It is also expected that staff read the CTTG's key policies, including the General Complaints Policy, during the on-boarding process. Accompanying the implementation of CFS in early 2019, the Customer & Communications team, in addition to Managers, Supervisors and some Team Leaders attended a special combined CFS and complaints handling training hosted by the Manager Customer & Communications. From our review, the following observations regarding the training and ability of staff related to managing customer complaints and enquiries were noted: • Customer facing staff below Supervisor and Team Leader level (with the exception of staff transitioned to the Customer Relations team in response to COVID-19)(refer to Background) have not received any formal training, although required to interact with customers. It was also noted that beyond the CFS and complaints handling training in 2019, stakeholders consulted recalled no formal customer training since a 'Dealing with Challenging Customers' training in 2015. • While stakeholders consulted felt equipped to interact with customers, it is understood that some front line staff within their teams would feel uncomfortable to speak with customers on their own, especially in a difficult conversation. Particularly within regulatory areas of the CTTG, it is acknowledged that for some staff, using customer-centric language to explain complex regulatory issues can be a challenge. t is understood the CTTG has recently introduced a new online Learning Management System (LMS), which includes a suite of learnings related to customer experience and complaints handling that can be rolled out across the CTTG to all staff. However, this is currently on hold awaiting the Manager Customer & Communications to select appropriate trainings.	Low	1. Conduct an internal survey of CTTG staff to gauge the current comfort in interacting with customers. Results of this survey could help to inform areas for further training and awareness. 2. Introduce formal customer experience training during on-boarding for staff in customer-facing roles. Where possible, this training should be based on current customer pain points and expectations. This training should be provided in addition to the complaints management training, which is provided to specified staff. 3. Implement mandatory customer experience and formal complaints handling refresher training for Team Leaders, Supervisors and Managers. It is recommended that this also be made mandatory for all staff in customer-facing positions (i.e. Responsible Officers) and made available to other staff to complete in LMS if they wish or if identified through performance management as a skills gap. 4. Develop Quick Reference Cards or similar outlining the CTTG's key messages/ goals for the delivery of customer experience. This could include examples of helpful wording for staff that do not feel as comfortable dealing with customers. 5. Implement a technology-based induction training for all new and existing staff where required. This should cover basic computer skills and systems training to assist new starters in having a minimum standard of technological skill, and could be delivered through PeopleStreme (the CTTG's Human Resources system). Staff in customer-facing roles should have this tailored to customer scenarios.	Director Organisational Services and Excellence	31/3/2021 31/3/2021 31/3/2021 30/6/2021	Open	**On Track**	Partially Completed. New Manager, Customer and Comms started Nov 2022. While LMS is not available, in-person 'Difficult and Aggressive Customer Training' has been delivered in-person across customer facing roles. The CX Strategy (currently in draft as at March 2023) outlines a development plan of capacity building in our teams. This includes the engagement of a CX Improvement Coach to support teams one on one and develop training. 1.Conduct an internal survey of CTTG staff to gauge the current comfort in interacting with customers. Results of this survey could help to inform areas for further training and awareness. (Due 31/3/2022) a.Business SA conducted and internal audit on 18 – 22 November 2021 (D21/108028) and interviewed (surveyed) a number of staff from across CTTG. The results of these interviews have been used to identify further training and awareness – Completed b.Business SA has provided a quotation consistent with the report recommendations for the provision of conflict management training (E22/123815) c.All report recommendations have been capture in ICARE as actions for completion 2.Introduce formal customer experience training during on-boarding for staff in customer-facing roles. Where possible, this training should be based on current customer pain points and expectations. This training should be provided in addition to the complaints management training, which is provided to specified staff. a.Business SA has provided a quotation consistent with the recommendations for the provision of conflict management training (E22/123815) 3.Implement mandatory customer experience and formal complaints handling refresher training for Team Leaders, Supervisors and Managers. It is recommended that this also be made mandatory for all staff in customer-facing positions (i.e. Responsible Officers) and made available to other staff to complete in LMS if they wish or if identified through performance management as a skills gap. a.Business SA has provided a quotation consistent with the recommendations for the provision of conflict management training (E22/123815) 4.Develop Quick Reference Cards or similar outlining the CTTG's key messages/ goals for the delivery of customer experience. This could include examples of helpful wording for staff that do not feel as comfortable dealing with customers. (due 30/06/2022) a.Not yet due 5.Implement a technology-based induction training for all new and existing	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	SP1	**Strategy and Policy - Policy to drive Council's role in addressing demand**	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. **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.	Medium	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	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	SP2	**Strategy and Policy - Strategy to drive supply**	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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy. Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	SP2	**Strategy and Policy - Strategy to drive supply**	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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	SP2	**Strategy and Policy - Strategy to drive supply**	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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	SP3	**Strategy and Policy - Consider other providers**	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. 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. Formalisation of the consideration of other providers could be enshrined in Council policy and in planning to meet community demand for building space. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23

Optimisation of Council owned Buildings	22-Mar-21	SP4	**Strategy and Policy - Single-purpose vs multi-purpose buildings**	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. 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. **Recommendation 6** Provide strategic and policy clarity about when single or multi-use buildings are considered appropriate.	Medium	Provide strategic and policy clarity about when single or multi-use buildings are considered appropriate.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	SP5	**Strategy and Policy - Differential charging for community and commercial users**	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). **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.	Low	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.	Manager Finance and Rating Operations	31-Dec-22	Closed	**Completed**	Leases and licences policy has been updated to facilitate differential pricing.	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	D1	**Demand Considerations - Documented standards to reflect demand**	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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	S1	**Supply Considerations - Suitability of buildings**	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 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. **Recommendation 9** Resolve the information gaps identified in the buildings suitability analysis.	Medium	Resolve the information gaps identified in the buildings suitability analysis.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	S1	**Supply Considerations - Suitability of buildings**	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 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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	S2	**Supply Considerations - Usage rates**	The target usage standard of 75% included in the Buildings Asset Management Plan 2020 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. **Recommendation 11** Set and report against performance targets for usage rates for sub-categories of Community, Recreation and Sport, and Arts buildings.	Medium	Set and report against performance targets for usage rates for sub-categories of Community, Recreation and Sport, and Arts buildings.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	S3	**Supply Considerations - Oversupply of certain types of buildings**	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. **Recommendation 12** Identify the best mix of larger and smaller Council buildings for inclusion in a strategy for addressing demand for building spaces.	Medium	Identify the best mix of larger and smaller Council buildings for inclusion in a strategy for addressing demand for building spaces.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	S4	**Supply Considerations - Aging buildings**	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 asset register supports this view, rating the majority of buildings as 3/5 **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.	Medium	Consider the age profile of the Council's portfolio of buildings and their condition in a strategy for addressing demand for building spaces.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	S5	**Supply Considerations - Contribution to place making**	The age profile of the community, recreation, sporting, and arts facilities is such that a significant proportion of them 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. **Recommendation 14** Provide policy clarity about expectations of Council buildings in contributing to place making.	Medium	Provide policy clarity about expectations of Council buildings in contributing to place making.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	A1	**Administrative Arrangements - Consistency of terminology and information**	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. **Recommendation 15** Develop and reinforce a common naming convention for Council buildings across the whole organisation.	Low	Develop and reinforce a common naming convention for Council buildings across the whole organisation.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	A2	**Administrative Arrangements - Clarity about demand and supply responsibilities**	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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23

Item 17.3

Attachment 1

Optimisation of Council owned Buildings	22-Mar-21	A2	**Administrative Arrangements - Clarity about demand and supply responsibilities**	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. **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.	Medium	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.	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Optimisation of Council owned Buildings	22-Mar-21	A3	**Administrative Arrangements - Improving internal coordination and collaboration**	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. **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.	Medium	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	Manager Finance and Rating Operations	30-Jun-23	Open	**On Track**	Recommendations adopted for the purposes of developing a long term Strategy Plan to progress agreed actions	30-Jun-23
Arts and Culture Review	29-Sep-21	1	**Strategic or Policy documents**	Lack of Strategic or Policy documents to guide Council's commitment and investment in Arts and Culture in CTTG **Recommendation 1** Develop a strategy or policy documents to guide Council's commitment and investment in Arts and Culture in CTTG	Low	Develop a strategy or policy documents to guide Council's commitment and investment in Arts and Culture in CTTG	Manager Community Wellbeing	30-Dec-22	Open	**On Track**	External consultant has been engaged to write draft strategy. CE with key stakeholders completed in July/August 2022. Draft document has been received from external consultant. Workshop to be held with Executive and Elected Members in February 2023, Draft strategy to go to Council before 30 June 2023.	30-Jun-23
Arts and Culture Review	29-Sep-21	2	**Arts and culture offerings on weekends and weekdays outside office hours**	Gap in arts and culture offerings on weekends and weekdays outside office hours **Risk** Reputational- lack of out of hours Arts and Culture programming may lead to dissatisfaction & unmet expectations by the community about Council's role/s and investment in delivering arts and culture activities **Recommendation 2** Council to work in partnership with local contractors and providers to deliver and promote wider range of activities out of hours.	Low	Council to work in partnership with local contractors and providers to deliver and promote wider range of activities out of hours.	Manager Community Wellbeing	30-Jun-22	Closed	**Completed**	Review of community centre programs has occurred and an increase in weekend/after hours offerings has occurred in 2022.	N/A
Arts and Culture Review	29-Sep-21	3	**A co-ordinated approach to Council's Arts and Culture offerings, design and planning**	Lack of co-ordinated approach to Council's Arts and Culture offerings, design and planning occurs across 3 separate Council Departments. Evaluation and data collections approaches vary from programs to program. **Recommendation 3** Revisit and update the costing and investment analysis for CTTG Arts and Culture offerings **Recommendation 4** Develop a standard costing methodology to provide a consistent and robust approach to reviewing and evaluating program investment **Recommendation 5** Develop a co-ordinated approach to offerings across all relevant staff is recommended to ensure that there is not duplication or competition of offerings. Develop a consistency of approach to evaluation of all Arts and Culture programs	Medium	**Agreed Action 1** Revisit and update the costing and investment analysis for CTTG Arts and Culture offerings **Agreed Action 2** Develop a standard costing methodology to provide a consistent and robust approach to reviewing and evaluating program investment **Agreed Action 3** Develop a co-ordinated approach to offerings across all relevant staff is recommended to ensure that there is not duplication or competition of offerings. Develop a consistency of approach to evaluation of all Arts and Culture programs	Manager Community Wellbeing	30-Jun-22	Open	**On Track**	Art and Culture strategy will assist in the decision making. Formal process of implementation to be advised. This work will also be considered as part of the social infrastruture audit.	30-Jun-23
Arts and Culture Review	29-Sep-21	4	**Programs targeted and Culturally and Linguistically Diverse Groups and Intergenerational opportunities**	Limited number of programs that are targeted and Culturally and Linguistically Diverse Groups and Intergenerational opportunities **Recommendation 6** Explore opportunities and partnerships for creative cross- cultural, intercultural and intergenerational projects using community arts and cultural development practices and principles	Low	Explore opportunities and partnerships for creative cross- cultural, intercultural and intergenerational projects using community arts and cultural development practices and principles	Manager Community Wellbeing	30-Jun-22	Open	**On Track**	Community engagement with key stakeholders completed in July/August 2022 indicated further areas to develop in regards to CALD offerings. This will be progressed further once strategy document is finalised. Sa Refugee week event Youth Poster Awards Exhibition held at Gallery 1855 Nov-December 2022 Welcoming Cities Accreditation has Commenced.	30-Jun-23
Arts and Culture Review	29-Sep-21	5	**Facility based marketing approaches**	Marketing approaches are facility based **Recommendation 7** Develop a consistent approach to marketing across all of Council's arts and culture offerings	Low	Develop a consistent approach to marketing across all of Council's arts and culture offerings	Manager Customer and Communications	30-Jun-22	Open	**On Track**	A marketing approach for Arts and Culture will be finalised in consultation with key staff following endorsement of the Arts and Culture Strategy.	30-Dec-22
Arts and Culture Review	29-Sep-21	6	**Program information on Council Website**	Programming information on Council's website is by facility rather than areas of interest or via a calendar of events. It is not intuitive to the seeker of information **Recommendation 8** As part of the update of Council's website investigate a more 'user friendly' and centralised approach to arts and culture offering on the website	Low	As part of the update of Council's website investigate a more 'user friendly' and centralised approach to arts and culture offering on the website	Manager Community Wellbeing	30-Jun-22	Open	**On Track**	This item has been added for further discussion at the intrenal communications actions group. Team Leader Community development is progressing discussion with communication team on a monthly basis.	30-Dec-22
Arts and Culture Review	29-Sep-21	7	**Opportunities for local artists to exhibit/sell their work at the Gallery**	Lack of opportunities for local artists to exhibit or sell their work at the Gallery. Trial of community activation model at Gallery 1855 was disrupted by COVID Pandemic. Early evaluation data indicated that it was successful in increasing usage and visitors **Recommendation 9** Revisit the community activation model and collaborate with local schools, makers and artists to increase occupancy and usage of the facility **Recommendation 10** Review, cost and evaluate the community activation model after 12 full months of delivery	Low	**Agreed Action 1** Revisit the community activation model and collaborate with local schools, makers and artists to increase occupancy and usage of the facility **Agreed Action 2** Review, cost and evaluate the community activation model after 12 full months of delivery	Manager Community Wellbeing	30-Jun-22	Closed	**Completed**	Information report 22 March 2022 Update on Gallery 1855 activities and events (D22/14382) details review undertaken, evaluation outcomes and next steps in relation to this action.	N/A
Arts and Culture Review	29-Sep-21	8	**Approach and connections with local schools**	Lack of targeted approach and limited connections with local schools (Primary and High), for the provisions of arts and culture programs and services for people living with disability, CALD and ATSI residents and groups **Recommendation 11** Ensure that there are specific and targeted approach to the meet the creative needs of children; young people; older people; and people with a disability, ATSI and CALD communities	Low	Ensure that there are specific and targeted approach to the meet the creative needs of children; young people; older people; and people with a disability, ATSI and CALD communities	Manager Community Wellbeing	30-Jun-22	Closed	**Completed**	Late last year the Gallery also hosted a successful school exhibition in conjunction with Valley View secondary school. It is planned that a youth/school exhibition involving more schools will be held towards the end of 2022.	N/A
Arts and Culture Review	29-Sep-21	9	**Floor plan and size of Gallery**	Limited floor plan and size of Gallery 1855 requires staff and volunteers to supervise exhibitions **Recommendation 12** Consider providing a dedicated art space in future upgrades to the Civic Centre or other centralised location that can capitalise on foot traffic, proximity to other services and amenities such as transport, adequate parking and other attractions	Medium	Considerations for providing a dedicated art space in future upgrades to the Civic Centre or other centralised location that can capitalise on foot traffic, proximity to other services and amenities such as transport, adequate parking and other attractions	Manager Community Wellbeing	30-Jun-22	Open	**Completed**	Public Arts Officer has commenced in role and is already looking at exhibition space in other community buildings such as library foyer, Tilley and GGRAC. Library Foyer has community exhibitions booked up to 2024.	30-Dec-22

Arts and Culture Review	29-Sep-21	10	**Promote and support local businesses**	TTG events opportunity to support and promote local businesses, musicians and performers **Recommendation 13** Continue to support local small businesses, artists, musicians and performers as part of the event calendar	Low	Continue to support local small businesses, artists, musicians and performers as part of the event calendar	Manager Community Wellbeing	30-Jun-22	Closed	**Completed**	Local business community is researched prior to going out to RFQ for event suppliers. An EOI for event traders interested in being part of our events is called each year. Priority is given to food trucks from the local area when working with Fork on the Road on Summer Garden Festival and Carols. An audition process will be conducted shortly for the Carol's community choir and pre-show acts (pre-show acts may be auditioned through a live event at Westfield). Event sponsorship is provided to attract events to CTTG – the economic benefit to local business is part of the consideration, as is involving local business in the conduct of these events. Event partnership opportunities are offered to local businesses (sponsoring of Council run events).	N/A
Arts and Culture Review	29-Sep-21	11	**Promoting other Council services and events**	Absence of promotion of other Council services and programs at TTG events **Recommendation 14** Explore ways to leverage the popularity of these events to help promote Council's other arts and culture services, programs and activities where possible and value add to community outcomes	Low	Explore ways to leverage the popularity of these events to help promote Council's other arts and culture services, programs and activities where possible and value add to community outcomes	Manager Community Wellbeing	30-Jun-22	Open	**Completed**	Discussions have progressed in regards to cross promotion of Council Services at events. Planning has commenced for Summer festival 2023 to have a public art element at the event.	N/A
Arts and Culture Review	29-Sep-21	12	**Promoting public art sites in the City**	Limited promotion of Public art sites in CTTG **Recommendation 15** Explore the option of providing public art tours and signage to showcase the offerings	Low	Explore the option of providing public art tours and signage to showcase the offerings	Manager Community Wellbeing	30-Dec-22	Open	**On Track**	Public Arts Officer position has commenced and is working with various staff across the organisation to progress this action.	30-Dec-22
Arts and Culture Review	29-Sep-21	13	**Integrating public art and place activation in capital works**	Lack of focus on integrating public art and place activation in Capital work projects **Recommendation 16** Promote the integration of public art and place activation into Council's capital works projects such as playgrounds and reserves	Low	Promote the integration of public art and place activation into Council's capital works projects such as playgrounds and reserves	Manager Community Wellbeing	30-Dec-22	Open	**Completed**	Public Arts Officer has commenced in the position and is working on public art elements in the following capital projects: Solandra Reserve, Dawson Reserve, Edinburgh Reserve and RSL Memorial Drive, Tea Tree Gully	N/A
Arts and Culture Review	29-Sep-21	14	**Strategic approach to Council's art collection**	Lack of strategic approach to Council's art collection **Recommendation 17** Create an asset register of all artworks currently owned by City of Tea Tree Gully **Recommendation 18** Engage an appropriately qualified external auditor to provide a valuation of the collection **Recommendation 19** Provide recommendations to Council on which items are to remain as part of the collection and implement an appropriate schedule for conservation and storage of these artworks **Recommendation 20** Items not kept as part of Council's collection returned to artists via expression of interest **Recommendation 21** Develop an arts asset acquisitions and disposal policy	Medium	**Agreed Action 1** Create an asset register of all artworks currently owned by City of Tea Tree Gully **Agreed Action 2** Engage an appropriately qualified external auditor to provide a valuation of the collection **Agreed Action 3** Provide recommendations to Council on which items are to remain as part of the collection and implement an appropriate schedule for conservation and storage of these artworks **Agreed Action 4** Items not kept as part of Council's collection returned to artists via expression of interest **Agreed Action 5** Develop an arts asset acquisitions and disposal policy	Manager Community Wellbeing	30-Jun-23	Open	**On Track**	Public Arts Officer position has commenced and is working with various staff across the organisation to progress this action. External contractor has been engaged to value all arts pieces. Valuation Report pending.	30-Jun-23
Fraud Management	10-Feb-22	F1	**Increased fraud and corruption risk factors identified**	Internal Audit recommends the following: 1. The Assets & Environment business unit conduct a fraud specific risk assessment, as further outlined in Finding 5, to identify areas where further controls are require to reduce instances of fraud. 2. Fraud risk and awareness training is completed by all staff within the Assets & Environment business unit, with clear communication of the consequences of fraudulent activities. 3. Quarterly reporting be provided to the Executive Team on the status of outstanding recommendations from Fraud Investigations, which also includes critical areas such as training. 4. Incorporation of the effectiveness of fraud controls implemented be included within the Performance Management Procedure for senior management staff.	High	**Agreed Management Actions** **Item 1** It is agreed that specific fraud risk assessment must be conducted for the Assets & Environment portfolio as a priority. **Item 2** It is agreed that specific fraud training must be conducted for the Assets & Environment business unit as a priority. **Item 3** A quarterly report will be prepared for the Executive. **Item 4** Performance Management Procedure for senior management staff and/or the position description will be updated to incorporate this recommendation.	General Manager City Operations with Manager Governance and Policy Manager Governance and Policy in consultation with Manager Organisational Development	June 2022 June 2022 April 2022 August 2022	Open	**On Track**	Partially completed. Item 1 and 2 - Fraud Awareness Risk Assessment to occur on Thursday 16 February 2023 for City Operations GM and Management. Fraud training previously completed. Item 3 - Fraud management reporting criteria has been developed with reporting to commence in October 2022 (for Q1 2022/23) Item 4 - Performance management procedure to be updated. Fraud risk identification and control has been included as a responsibility for corporate leaders as part of the revised Fraud and Corruption Policy which was updated in July 2022.	30-Jun-23
Fraud Management	10-Feb-22	F2	**Fraud risk related to theft of small tools**	1. The Assets & Environment business unit conduct a fraud specific risk assessment, as further outlined in Finding 1 and Finding 4. 2. The Assets & Environment business unit undertake the audit over small tools as intended, to ensure the small tools register is up-to-date and accurate.	High	**Item 1** It is agreed that a specific fraud risk assessment must be conducted for the Assets & Environment portfolio as a priority. . **Item 2** An audit will be scheduled for the financial year ending 30 June 2022	Manager Operations and Support Services, General Manager City Operations in Consultation with Manager Finance & Ratings Operations	August 2022	Closed	**Completed**	Item 1 - as per F2 The small tools audit was conducted between May and June 2022, and included all of Council's locations, vehicles and storage areas. The findings from the audit has resulted in the small tools asset register being updated and is now accurate. It was agreed to present to the Audit committee on the process and detailed findings from the audit, at an upcoming meeting, 28 September 2022.	N/A
Fraud Management	10-Feb-22	F3	**Fraud Control Strategy**	1. Develop an overarching Fraud Control Strategy that adequately documents the Council-wide process for the prevention, detection and response to fraud and suspected fraud. The strategy should include: Prevention • References to existing policies and procedures relating to integrity and fraud control e.g. Code of Conduct and related HR policies. • Details of fraud awareness training to be delivered to Council Staff (refer to Finding 4) • Details of any specific fraud risk assessment processes undertaken (refer to Finding 5). Detection • Details of Fraud Detection programs (refer to PIO 1). • Fraud reporting channels and the investigation process (refer to Finding 7). Response • Details of investigation procedures and resources. • References to internal and external reporting mechanisms. • Details of internal control reviews to be performed. • Reference to maintenance of insurance. 2. Develop a formal plan and timetable to implement the Fraud Control Strategy and monitor compliance with the plan through reporting to the committee responsible for fraud control and a plan to rectify any shortcomings developed. 3. Clearly define roles and responsibilities to staff with regards to fraud control. 4. Assign ownership for management of the end to end fraud prevention process.	Medium	Agreed to implement proposed recommendations in full	Manager Governance and Policy	December 2022	Open	**On Track**	Draft Fraud Control Strategy has commenced development. Responsibilities have been incorporated into the revised Fraud and Corruption Policy updated in July 2022.	31-Dec-22
Fraud Management	10-Feb-22	F4	**Fraud training, awareness and communication**	1. The CTTG implement an organisation wide fraud awareness training program which is refreshed and delivered on a regular basis. The CTTG should consider the most appropriate method of delivering the fraud awareness training program, which may be through internal delivery or engaging with an external fraud awareness training provider. 2. Record and track completed fraud training including a record of staff's regular declarations on their compliance with the CTTG's ethical framework.	Medium	1 & 2. It is agreed that specific fraud training must be conducted and imbedded into the CTTG systems. A Leadership team session in the coming months will also focus on this training specifically for our leaders.	Manager Governance and Policy in consultation with Manager Organisational Development	June 2023	Open	**On Track**	Fraud awareness training completed for A&E portfolio corporate leaders. To be rolled out across the organisation	30-Jun-23

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Fraud Management	10-Feb-22	F5	**Fraud Risk Assessment**	1. Internal Audit recommends the CTTG develop a fraud risk assessment process that includes the development of a fraud risk register which is updated every 2-3 years at a minimum. This should cover all business units, functions, locations and processes to identify risks of fraud and be supported by a fraud risk treatment program that seeks to continuously improve processes and controls for managing fraud risk. 2. As noted previously, the CTTG's existing Control Framework could provide a good starting point onto which to build the fraud risk assessment process given a number of fraud related internal controls have already been identified. 3. To ensure appropriate oversight, there should be regular reporting pertaining to fraud and the fraud risk register to the Audit Committee.	Medium	Agreed to implement proposed recommendations in full	Manager Governance and Policy	June 2023	Open	**Not Commenced**	To be commenced	31-Dec-22
Fraud Management	10-Feb-22	F6	**Gap in declarations of conflicts of interest**	1. Increase awareness of the requirement to declare COI and the mechanism to declare these through Fraud training program (see Finding 4). 2. Request declaration of potential COIs or a statement of no potential COIs, as part of: • The onboarding process. • Annual Performance Management Procedure.	Medium	Agreed to implement proposed recommendations in full	Manager Governance and Policy in consultation with Manager Organisational	December 2022	Open	**Not Commenced**	To be commenced	31-Dec-22
Fraud Management	10-Feb-22	F7	**Fraud reporting channels and the investigation process**	1. Consider introducing further anonymous fraud reporting mechanisms for staff including phone and web channels, such as Whistle Blower Hotlines. 2. Formally document and communicate these fraud reporting mechanisms to staff.	Low	Agreed to implement proposed recommendations in full., The new reporting system will also likely include the ability to report other items including bullying and harassment.	Manager Organisational Development	June 2023	Open	**On Track**	Planning for this is underway	30-Jun-23
Fraud Management	10-Feb-22	F8	**Opportunity to improve controls and reporting relating to employee timesheets**	1. Automated dashboard reporting be prepared to highlight to Management any "red flags" where staff are consistently or appear to be over claiming overtime hours. 2. Removal of the "approve all" button from the time sheeting process or implement the use of overtime approval forms consistently across the CTTG.	Low	Agreed to implement proposed recommendations in full. Noting that this item was raised by CTTG staff.	Manager Finance and Rating Operations	31-Dec-22	Open	**On Track**	A review into the suitability of Affinity has been completed. Work is now being completed around the procurement of a new payroll software system. These items will be considered as part of this process.	30-Jun-23
Fraud Management	10-Feb-22	PIO-1	**Data analytics in fraud detection programs**	Internal Audit recommends the CTTG consider implementing data mining/analytics fraud detection programs. The program and types of transactions reviewed should be informed by the results of the fraud risk assessment process outlined in Finding 5.	PIO	This is being considered as part of the next stage of the new financial management system and a business case will be prepared for December 2022.	Manager Finance and Rating Operations	30-Dec-22	Open	**On Track**	Business case around new Rating and Payroll systems completed in December 2022. From here further analysis will be completed around the strategic systems and how data analytics can be used to detect fraud.	30-Jun-23
Bushfire Prevention and Preparedness	28-Sep-22	F1	Inconsistent approach to documenting and reporting of bushfire related information	1. Develop a formal procedure to capture consistent recording and reporting of bushfire mitigation treatments and status 2. It is also recommended that the filing procedure, documentation naming conventions and centralised location are subsequently communicated to staff. This procedure should also be made readily available to staff, e.g. on the intranet. 3. Consider whether existing systems such as ESRI, TechnologyOne or Content Manager may be suitable for this purpose.	Medium	1. A Framework will be developed to provided a consistent approach to recording and reporting bushfire mitigation treatments, including allocation of responsibilities and recording the status of treatment actions. This will provide a clearly defined monitoring, reporting and evaluation system for bushfire management activities. 2. The framework will be communicated to relevant staff and made available on Council's intranet. 3. The use of technology to assist this process will explored upon the release of BMAP 2.0 to ensure alignment between systems.	Manager Community Safety Group Coordinator, Civil & Buildings Projects Emergency Management Advisor	30-Nov-22	Open	**On Track**	Target date for initial Framework. To be further explored and refined in 2023 in readiness for 2023/24 higher risk weather season. Framework to be be presented to ELT for endorsement on 10 February 2023 GIS is being considered as a tool to record relevant bushfire mitigation treatments - some data exists but this will be enhanced.	31-Mar-23
Bushfire Prevention and Preparedness	28-Sep-22	F2	Gaps in the prioritisation of bushfire mitigation treatment processes	1. Undertake a workshop (if required) to develop a prioritisation procedure, which may include: * A decision tree for the assessment of bushfire mitigation treatments * A risk matrix to provide support in decisions made 2. Formalise the consideration of climate change impacts on bushfire mitigation treatments and prioritisation by performing regular reviews of policies and procedures, including assessment of climate change risks and responses.	Medium	1. A risk-based prioritisation tool will be developed to assist the decision-making process and resource allocation for bushfire mitigation treatments. This tool will form part of the new Framework to be developed 2. The tool will ensure a flexible and adaptable bushfire treatment action plan with consideration of climate change impacts, changes to Council's riks profile, and reviews of relevant policies and procedures.	Manager Community Safety Group Coordinator, Civil & Buildings Projects Emergency	30-Nov-22	Open	**On Track**	Opportunities for cross-council collaboration is being explored to develop a prioritisation tool BMAP layer has been added to GIS to inform prioritisation of works based on BMAP risk ratings GIS will be further enhanced to allow for recording of mitigation works	30-Jun-23
Bushfire Prevention and Preparedness	28-Sep-22	F3	Lack of formal bushfire reporting and communication to Senior Management / Council / Elected Members / Audit Committee	1. Develop a form of periodic status reporting to inform Senior Management / Council / Elected Members / Audit Committee on the status of bushfire prevention management. This may include: * Status of bushfire mitigation treatments * Data analytics of tasks performed * 'Pre Fire Danger Season' and 'Post Fire Danger Season' analysis and assessment * Seasonable factor impact on the risk profile assessment * Traffic light report to indicate status and risk rating * Liaision with other agencies * Utilisation of geospacial technology, e.g. ESRI or TechnologyOne. 2. Consider aligning reporting responsibilities to staff on external committees. 3. Consider the escalation process of reporting to the Audit Committee.	Medium	1. As part of the new Framework, internal and external reporting requirements will be established for the status of bushfire management activities undertaken by Council. 2. Reporting requirements will identify Council's collaboration with, and support provided to, other agencies with responsibilities for bushfire management.	Manager Community Safety Group Coordinator, Civil & Buildings Projects Emergency Management Advisor	30-Nov-22	Closed	**Completed**	Reporting requirements are established in new Bushfiire Mitigation Framework Some reporting capability will be developed as part of GIS recording tool via dashboards. High Risk Weather Season summary report to be presented to Audit & Risk Committee each year in around May. Other relevant reports to be attached (e.g. AMLR BMC report).	N/A
Bushfire Prevention and Preparedness	28-Sep-22	F4	Gaps identified in the governance and effective maintenance of fire access tracks	1. Consult with the CFS periodically to: (a) Improve track identification and record keeping, inlcuding the rationale for upkeep and maintenance (b) Determine which fire access tracks are required to be maintained 2. Capture additional data to quantify the fire access track maintenance to provide transparency 3. Consider whether exisiting systems such as ESRI or TechnologyOne are suitable to record fire access track documentation.	Low	1. In consulation with the CFS, a review of Council's existing fire access track network will undertaken to determine the status, classification, and maintenance requirements of fire access tracks. 2. A suitable process will be established for the maintenance of fire access tracks and for the assessment and approval of applications for new fire access tracks 3. Existing data maintained on ESRI will be reviewed to ensure accuracy and to provide consistent identification of fire access tracks and their classification (e.g. number and/or name) 4. Outcomes of this process will incorporated into the new Framework and the treatment prioritisation tool	Manager Community Safety Group Coordinator, Civil & Buildings Projects Emergency Management Advisor	31-Aug-23	Open	**On Track**	Initial assessment of fire access tracks completed by FPO. Awaiting availability of CFS officer to assist with further review/advice - this may be on hold until after the higher risk weather season.	30-Jun-23
Bushfire Prevention and Preparedness	28-Sep-22	PIO1	Opportunity to increase the level of information provided to the community	1. Consult with the CFS to: (a) Determine whether there are gaps iin high-risk areas of Council which are not receiving bushfire information from the CFS (b) Consider whether additional communications are required for residents in these areas, and consult with the CFS to implement cost-effective approaches. These may include: * Signage leading up to, and during, the fire danger season * Mail drops * Bin stickers within high-risk bushfire areas 2. Ensure all information provided to the community addresses diversity and inclusion. For example, providing information in languages other than English and ensuring information accessibility by diverse members of the community.	PIO	1. Council's current communications plan for emergencies will be reviewed and updated with any additional CFS public information that needs to be supported (e.g. Australian Fire Danger Rating System). Existing communications provided by the CFS to the community will be identified to ensure coordination of activities with Council's communicaton plan, with a focus on high-risk areas. Any additional communication methods will be considered based on this review and in consulation with the CFS. 2. Any communications provided as part of Council's communication plan will address diversity and inclusion 3. Opportunities to deliver community information in partnership with other agencies will be explored.	Manager Community Safety Group Coordinator, Civil & Buildings Projects Emergency Management Advisor Manager Customer	30-Nov-22	Closed	**Completed**	Communications Plan updated and actions implemented according to schedule - inluding social media posts, articles in publications and new signage in key public areas/main roads. Community Information session facilitated with CFS and Red Cross on 7 December 2022 in Library. Other community information forums have been identified with staff and CFS Community Engagement Officer. Opportunities have been identified to collaborate with Adelaide Hills Council to deliver community information sessions.	N/A
Bushfire Prevention and Preparedness	28-Sep-22	PIO2	Succession planning and loss of key information and relationships	**Recommendation** 1. Document relationships with agencies and distribute to relevant staff 2. For relevant staff role position descriptions, include the requirement to maintain relationships with individuals and specific external agencies. 3. Report progress to Senior Management / Council / Elected Members / Audit Committee on activities undertaken.	PIO	1. The new Framework will document Council's relationships with other agencies that have responsibilities for bushfire management 2. Position Descriptions for relevant staff will be reviewed to include the requirement to maintain relationships with individuals and specific external agencies. This may include reference to specific roles as nominated representatives on external committees / groups.	Manager Community Safety Group Coordinator, Civil & Buildings Projects Emergency Management Advisor	30-Nov-22	Open	**On Track**	Relationships with agencies is documented in Bushfire Mitigation Framework Position Descriptions on hold pending finalisation of Organisational Structure	30-Jun-23
Bushfire Prevention and Preparedness	28-Sep-22	PIO3	Opportunity to further reduce hazards and fuel loads in the Council area	1. Assess other potential hazard reduction strategies that are aligned with the risk appetite of Council and inclusion into the Bushfire Treatment Action Plan if appropriate 2. Confirm and periodically document the bushfire mitigation activities performed by responsible agencies on land with the Council area.	PIO	1. The need for current and other hazard reduction strategies will be assessed using a risk management approach, taking into consideration climate change impacts and other influencing factors. This assessment will inform and align with the new treatment prioritisation tool. 2. Bushfire mitigation activities undertaken by other agencies on land within the Council area will be identified and confirmed to provide assurance and awarness. This information will be included in the new Framework. It is important to note that a new reporting structure between the Bushfire Management Committee and the State Bushfire Coordination Committee has recently been established, with the provision of reports to the Minister. This will provide more transparency about bushfire management activities from all responsible agencies. Any reports will be provided to relevant staf for awareness.	Manager Community Safety Fire Prevention Officer Emergency Management Advisor	31 August 2023 30 November 2022	Open	**On Track**	Review of hazard reduction strategies to be undertaken after high risk weather season as part of Finding 2 Strategies undertaken by other agencies is documented in Bushfire Mitigation Framework - Council's role is to only seek assurance of plans/mitigation works. Some of this information will be available in external reports (e.g. SBCC and BMC reports etc).	30-Jun-23

INFORMATION REPORT

AUDIT & RISK COMMITTEE MEETING

29 March 2023

Corporate Services

Internal Audit Plan Status Update (D23/6513)

An Internal Audit Plan is established for the beginning of each financial year to provide the Committee with confidence that internal control practices, procedures and risks across Council are appropriately managed. An updated Internal Audit Plan for 2022-23 was endorsed by the Audit & Risk Committee at its meeting on 7 September 2022.

Status of Internal Audit Plan

A status update on the delivery of the Internal Audit Plan is provided at each Committee meeting.

Audit Title	Status	Notes	Auditor
Fraud and Corruption	Completed	Report provided to 9 February 2022 Audit & Risk Committee Meeting	KPMG
Bushfire Prevention and Preparedness	Completed	Report provided to 28 September 2022 Audit & Risk Committee Meeting	KPMG
Procurement (quotations)	Completed	Report provided to 29 March 2023 Audit & Risk Committee Meeting	Internal
Strategic Social Infrastructure Planning	Completed	Report provided to 29 March 2023 Audit & Risk Committee Meeting	WSP Australia Pty Ltd
Strategic Asset Management	In progress	Audit report to be finalised and provided to 17 May 2023 Audit & Risk Committee Meeting	Institute of Quality Asset Management
Precinct Planning	In progress	Fieldwork in progress	Future Urban
Recycled Water	In progress	Request for quote (RFQ) closed 22 March 2023. Evaluation underway	N/A

Audit Title	Status	Notes	Auditor
Strategic Environmental Management	In progress	Scope finalised. RFQ being prepared.	N/A

Attachments

N/A

Report Authorisers

Marley Marks Governance & Risk Administration Officer	8397 7270
Ilona Cooper Manager Governance & Policy	8397 7310
Ryan McMahon Chief Executive Officer	8397 7297

Status Report on Audit Committee Resolutions 29 MARCH 2023

CITY OF TEA TREE GULLY
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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 on a monthly basis, to the first meeting each month.

Pending Actions

Nil

Completed Actions

Minute No.	Meeting Date	Officer	Subject	Completed
3 D22/19691 4	7/12/2022	Baines, Rebecca	Draft Long-Term Financial Plan 2024 - 2033	19/12/2022
19 Dec 2022 8:31am Baines, Rebecca - Completion Long-Term Financial Plan was recommended to Council on 13 December 2022.				