

Artworks, Culture and Heritage Asset Management Plan 2020 - 2030



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DATA SOURCES

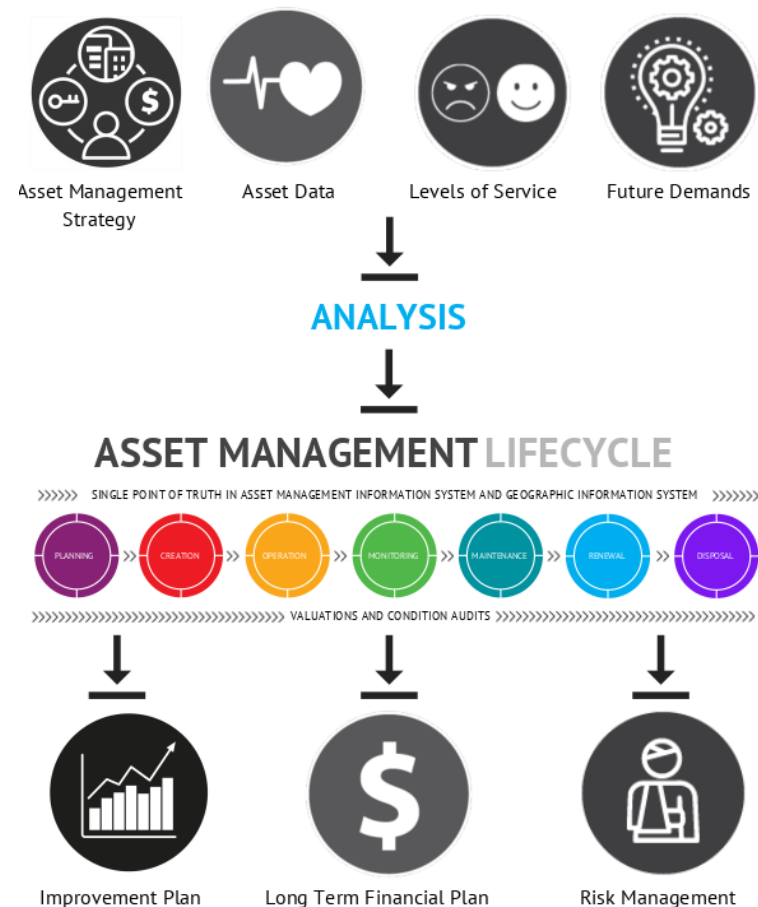
JLL Council Valuation Data 2018
CoM Public Art Guidelines 2020-2028

REFERENCES

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

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

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



1 - INTRODUCTION

What is this plan about?

The City of Marion is custodian of a portfolio of artworks and items of cultural and heritage significance to the Marion community. This group of assets contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.

This comprises the following categories of items:

- Public art (fixed works)
- Visual, sculptural and multimedia artworks (portable works - the 'art collection')
- Cultural items relating to the role of Mayor
- Cultural items owned by Council for the use of Community Organisations (e.g. Marion City Band Instruments)
- Cultural and heritage items of significance to the community donated for archiving and research (Marion Heritage Research Collection)



Hallett Cove One Million Years, Cove Civic Centre
Artists: Stephen Whittington, Margit Bruenner, Sebastian Tomczak, 2015
Photo: City of Marion



e.v.a., Morphetville Park Sports and Community Centre
Artist: Michael Kutschbach, 2020
Photo: S. Noonan

What is asset management?

Asset management is about how assets are “looked after”, both on a day-to-day basis (maintenance, monitoring and operation) and in the medium-to-long term (planning, creation, renewal and disposal).

What will we do?

A significant part of Council’s annual spend is devoted to the repair, maintenance and upgrade of the assets which deliver safe and sustainable services to the community. Council will continue to invest in these assets as cost effectively as possible whilst considering beneficial advancements in technology.

This plan has been aligned with Council’s Asset Management Policy (2018) and Asset Management Strategy (2019). Any upgrades or new asset expenditure will require Council prioritisation.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to make artworks, culture and heritage assets more environmentally sustainable and resilient to climate change.

What can you do?

Better understanding of community needs can help us improve user experience, attract more users and provide services more efficiently.

Council will be pleased to consider your thoughts on the issues raised in this plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

2 - EXECUTIVE SUMMARY

ARTWORKS CULTURE AND HERITAGE ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

Assets covered by this plan



Public Art	- Gross replacement cost	\$1.23M
Portable Art Collection	- Fair value	\$0.16M
Band Instruments	- Gross replacement cost	\$0.33M
Uncertain asset data		

What it will cost over the 10-year planning period



Planning and Creation	\$0.375M
Operations and Maintenance	\$0.130M
Renewal	\$0.000M
Total	\$0.505M

The Marion Heritage Research Centre collection is not included within this Plan

Levels of Service



- Provide a safe public realm and open space network for enjoyment by members of the public
- Provide quality artwork
- Contributes to a sense of place, sensitive to the on-going cultural significance and stories of the land.
- Regular upkeep of artworks in accordance with specific guidelines established in consultation with the works' originators

Funding levels are sufficient to continue to provide identified Community Levels of Service

Risk Management



Controls are in place to manage risks
Funding levels are sufficient to continue to manage risks in the medium term

Future Demands managed through ongoing monitoring



- Community Expectations
- Demand for quality open space and public realm
- Assuming care and control of Public Art incorporated in State Government-initiated infrastructure

Improvement Plan



- Endorse Public Art Guidelines
- Consider including the Marion Heritage Research Centre Collection within this Asset Management Plan
- Improve documentation of procedures for ongoing management of Artworks, Culture and Heritage assets

3 - WHY WE NEED A PLAN

“Good asset management is critical for a high performing Council. Investing in People, Data, Process and Systems enables effective and informed decision-making and optimises community outcomes” Brendon Lyons, Unit Manager Asset Solutions

ASSET MANAGEMENT FRAMEWORK



MAKING INFORMED DECISIONS THROUGH:

SKILLED PEOPLE **ACCURATE DATA** **IMPROVED PROCESSES** **INTELLIGENT SYSTEMS**

The Asset Management Framework aligns Council's asset portfolio to meet the service delivery needs of our community.

Council's purpose is:

**To improve our residents' quality of life;
continuously, smartly and efficiently**

The City of Marion Asset Management vision is:

**To maintain our assets to agreed levels
of service which maximise community
value throughout an asset's life**

Supported by four Strategic Objectives:

- 1. MAXIMISE COMMUNITY VALUE**
- 2. DELIVER AGREED LEVELS OF SERVICE**
- 3. INFORMED DECISION MAKING**
- 4. OPTIMALLY MANAGED**

This Asset Management Plan reflects and responds to change It is based on the format recommended in Section 4.2.6 of the *International Infrastructure Management Manual* (IPWEA 2015).

This plan is driven by the priorities of Council's Strategic Plan, the Asset Management Policy and Asset Management Strategy. It is funded by the Long Term Financial Plan and Annual Business Plan.

The effectiveness of this Asset Management Plan is measured annually through the following key performance indicators:

KEY PERFORMANCE INDICATOR
Asset Renewal Funding Ratio Calculated by measuring capital expenditure on renewal and replacement of assets relative to the Infrastructure and Asset Management Plan required expenditure. This indicates whether Council is renewing or replacing existing non-financial assets in accordance with its future Asset Management renewal requirements
Asset Management Maturity Assessment Assessed against the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) targets. The maturity scale builds from 1 - Aware to 3 - Core Maturity to 5 - Advanced Maturity

4 - WHAT ASSETS WE HAVE

Assets exist to meet community needs and support the delivery of services to the service levels adopted by Council. This group of assets contribute to the unique identity of the City of Marion, and reflect the development of the community, its diversity and its history.

The City of Marion Community Vision 2040 describes a shared vision of a city that is liveable, valuing nature, engaged, innovative, prosperous and connected. Public art contributes to this vision and can make a city memorable, stimulating and engaging, thus attracting visitors and locals alike.

The Artworks, Culture and Heritage assets in their current form are listed as follows:

Service Provided	Asset Category	Location	Quantity
Public Art	Individual works	Open space and public realm	137
Art collection (portable)	Individual works	245 Sturt Road and other core Council facilities	273
Cultural Items owned by Council for the use of Community Groups	Individual band instruments	Marion City Band	172
Cultural Items relating to the role of the Mayor	Set of Mayoral Robes	245 Sturt Road	1
Heritage Items	Marion Heritage Research Centre Collection	Marion Heritage Research Centre 245 Sturt Road	Not included

Improvements to the ongoing management of these assets are included in the Improvement Plan.

Detailed documentation of these assets is recorded on a collection of lists namely:

- Spreadsheet record of public artworks,
- Database record for the art collection (artworks housed in the council buildings),
- Spreadsheet record list the ceremonial artefacts (Mayoral regalia)
- Spreadsheet list of musical instruments that are purchased for the Marion City Band that Council owns and insures
- Catalogue record of the Marion Heritage Research Centre

These lists have been used to create a repository of Asset Register data on Artworks, Culture and Heritage which is held in the 'Single Point of Truth dataset awaiting transition to a new asset management data system.

Public Art

Public art contributes to a sense of place and it is often an indicator of a thriving cultural environment. Art in public places can be chanced upon by accident, enriches our everyday experience, and can be accessed free as a shared experience in public places.

The City of Marion acknowledges that it is situated on the traditional land of the Kaurna people. As such it acknowledges that public space already carries long-held stories and meaning. When developing public art, Council is sensitive to the on-going cultural significance and stories of the land.

Public art may be:

- Permanent and long lasting (usually a minimum of 15 years) using durable material
- Temporary, remaining for a fixed and specified time. Some of these art works are considered as assets, depending on their durability, for the purpose of this Plan.
- Ephemeral, in place for a very brief span or using non-durable materials, performative arts, projections or sound. These artworks are not considered as assets for the purpose of this Plan.

Public art can stand alone and iconic or integrated into the public realm, architectural projects (both inside and outside), streetscapes, walking and cycling trails, playgrounds and reserves. It can also be:

- Site specific - designed specifically for and responsive to, a particular site in regard to scale, material, form, and concept
- Commemorative - acknowledging a specific event or person important to the local community, tell the history of place or connection to country
- Functional - art or design elements integrated into the built or natural environment with a practical purpose such as seating, lighting, furniture, bollards, signage, rubbish bins, landscaping elements, etc. Inside buildings, these elements could include building foyers or reception desks, window treatments, door handles, flooring, signage, lighting, furniture, or façade treatments

The majority of the Public Art Portfolio is installed on Council land. From time to time Council assumes the care and control of Public Art developed by public authorities and installed in other public infrastructure such as major roads and rail infrastructure by agreement with the originating public authority. Current examples include the Darlington Interchange public art (still in construction), Marion Railway Station artwork and the Ascot Park Railway Station mural.

Public Art is also commissioned by Council as part of infrastructure projects on land owned by public authorities for which Council assumes maintenance and control under agreement. Current examples include Mike Turtur Bikeway works: Chain figures, Badges on Poles and Which Way, and Tram top 6 Poetry signage project.

Art Collection

The Council Art Collection comprises purchases and donations of art that are recognised as having lasting value to the City and reflecting the diversity of the community past and present.

The Art Collection is held in Council's operating premises and stored items kept in secure storage. The management of this collection would benefit from establishment of Collection Guidelines.

Cultural Items owned by Council for the use of Community Groups

The Marion City Band (the Band) is financially supported by the City of Marion through a five year agreement and an annual subsidy to assist with operational costs and the purchase and maintenance of musical instruments. The Marion City Band Constitution acknowledges that the City of Marion retains ownership of the musical instruments purchased by the Band and therefore the City of Marion will continue to maintain insurance cover for the instruments. An annual instrument list is provided by the Band for this purpose.

The Band instruments of the Marion City Band are owned by the City of Marion. These are on 'long term loan' to the Band. Changes to the instrument collection are considered on advice from the Band leadership. Improvements to the ongoing management of this collection are included in the Improvement Plan.

Cultural Items relating to the role of the Mayor

A Civic collection owned by the City of Marion includes items such as the Mayoral Robe and cultural objects gifted to the Mayor by visiting dignitaries from other nations (including Sister Cities) and the Armed Forces. These items are regularly assessed for value and insurance purposes.

Heritage Items

The Marion Heritage Research Collection is accommodated within the Marion Heritage Research Centre at 245 Sturt Road, Sturt. The collection contains over 8,000 catalogued items, including:

- Books relating to heritage (both current to out-of-print)
- Historical data sets
- A full set of the South Australian births, deaths and marriage registrations.
- Archived photographs
- Archived paper records
- Historic maps, plans and ephemera
- A few Special Collections, including the Phelps Collection and the Old Council Equipment Collection.

Donations and acquisitions are subject to a Collection Policy. The digitisation of the collection is ongoing. The collection is not subject to valuation unless specific items are deemed to have particular market value.

While the collection is not of any great commercial value, and as such is not subject to valuation unless specific items are deemed to have particular market value, the items in the collection are of significance to the Marion community for their historic, cultural and research value now and into the future.

Improvements to the documentation of ongoing management of this collection are included in the Improvement Plan.

Data Quality

Currency and accuracy of asset data is critical to effective asset and financial management. Data confidence is classified on a 5-level scale:

Confidence Grade	Data Confidence	Description
A	Highly reliable data	<ul style="list-style-type: none"> Based on sound records, procedures, investigations and analysis Documented accurately Agreed as the best method of assessment Dataset is complete and estimated to be accurate $\pm 2\%$
B	Reliable data	<ul style="list-style-type: none"> Based on sound records, procedures, investigations and analysis Documented properly but has minor shortcomings For example, some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation Dataset is complete and estimated to be accurate $\pm 10\%$
C	Uncertain data	<ul style="list-style-type: none"> Either based on sound records, procedures, investigations and analysis which is incomplete or unsupported Or extrapolated from a limited sample for which grade A or B data are available Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D	Very uncertain data	<ul style="list-style-type: none"> Based on unconfirmed verbal reports and/or cursory inspections and analysis Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E	Unknown	<ul style="list-style-type: none"> Unknown, as none or very little data held

Data confidence is assessed for asset data used in the preparation of this plan at Level C – Uncertain. Action identified in the Improvement Plan will improve data quality through data cleansing and validation.

All figures in Council's Asset Management Plans are in present value (today's dollars) as a number of factors influence the indexation rates. When incorporating the figures into Council's Long Term Financial Plan, relevant indexations linked to the type of expenditure will be applied.

5 - LEVELS OF SERVICE

Current levels of service and target areas for improvement have been documented through clear and defined asset management business processes for each asset class assigned to this Asset Management Plan.

Community Levels of Service

Community levels of service are associated with the variety of services provided by Council to our community. The proposed Levels of Service expected of the Public Art Portfolio are articulated in the Public Art Guidelines and associated process maps. These Guidelines include:

- Benefits and Values of Public Art
- Strategic Alignments
- Types of Public Art
- Siting of Public Art
- Development and Commissioning Process
- Themes
- Life Cycle procedures
- Maintenance and Repair of Damaged Artwork
- Removal
- Relocation

	Community Level of Service	Achieved By
Safety	No preventable injuries	Provide a safe public realm and open space network for enjoyment by members of the public. Artwork risk assessed to ensure it is safe for community use.
Quality	Operational requirements are safely and effectively met	Provide quality artwork. Assets are managed and maintained to best practice industry standards and legislation requirements.
Function	Provide sufficient assets to meet levels of service	Contributes to a sense of place, sensitive to the on-going cultural significance and stories of the land Maintaining and referring to the Public Art Guidelines. Undertake network and asset analysis to determine where or if a service is required.
Capacity	Assets are designed to cater for current demand	Access to Public Art is a feature of the public realm across the City. Incorporating Public Art in Open Spaces, Community Facilities and Sports and Recreation facilities across the City. Encouraging Public Art to be incorporated in other public infrastructure servicing the City as outlined in the Public Art Guidelines. Assess the asset utilisation and determine if asset requires upgrade or disposal.
Sustainability	Operational requirements are safely and effectively met, whilst minimising impact on the environment.	Environmental performance is considered when commissioning new artworks.

Artwork, Culture and Heritage assets support Council to deliver services to the community. Council uses a range of activities to engage with the community and stakeholders on these services. The Improvement Plan includes an action to investigate the feasibility of adding additional questions to Council's future Community Satisfaction Surveys.

Technical Levels of Service

This determines the allocation of resources to service activities to best achieve the desired community outcomes and demonstrate effective performance throughout an asset's lifecycle. Council manages and operates assets at the agreed levels of service while managing whole-of-life costs to ensure the best value for resources used.

The following table demonstrates how community levels of service are supported by the assets covered under this Asset Management Plan.

Technical Level of Service	Achieved By
Planning to enrich the public realm experience for current and future generations.	A planned and sustainable process of adding to the collections of public art, visual and multimedia art, and culturally significant artefacts as opportunities arise.
Creation of the asset subject strict accessioning procedure maximising the community value and the sustainability of the permanent collections.	Public Art Assets created in keeping with the Public Art Guidelines. Art Collection – received through donation or acquisition, collection rotated. Preparation of Collection guidelines recommended Heritage Collection- subject to Collection Policy Band Instruments determined by the needs of the Band(s) and condition of instrument collection.
Operation of an asset in the manner it was designed to be used for.	Regular upkeep of public artworks in accordance with specific guidelines established in consultation with the works' originators Art collection held in secured premises, or secure storage Heritage Collection: Subject to Collection Policy Band Instruments utilised only by registered members of the Marion City Bands
Monitoring condition, utilisation and recording asset downtime.	Level 1 Inspection – Regular (period depending on the vulnerability of particular assets) Band instruments as reported by Band committee. Explore options to increase community access to City of Marion Art Collection
Maintenance of assets in line with originator's requirements.	Scheduled maintenance of public artworks in accordance with specific guideline, processes and procedures established in consultation with the works' originators. Immediate attention when. risks to structural or artefact integrity become evident. Art Collection: held in secure locations, repairs by appropriately qualified practitioners if damaged Heritage Collection: Subject to Collection Policy Band Instruments maintained by Band committee.
Renewal in accordance with optimum replacement timing principles based on whole of life costs.	Consideration of renewal where repair, damage or deterioration is impractical, along with other alternatives as per the Public Art Guidelines.
Disposal /Removal A work of art may need to be removed from public display for a range of reasons including if restoration is impractical, changes to surroundings impact the work or relevance to the community changes.	Public Art: Removal/ disposal procedures outlined in the Public Art Guidelines. Art Collection: Rare but in future to be subject to Collection Guidelines Heritage Collection: Subject to Collection Policy noting that digitisation may allow for ongoing record to be maintained. Band Instruments utilised for their life. Used for teaching or sold and funds utilised for purchase of replacement instruments.

Legislative Requirements

Council considers the following legislative framework in the management of Artwork, Culture and Heritage assets.

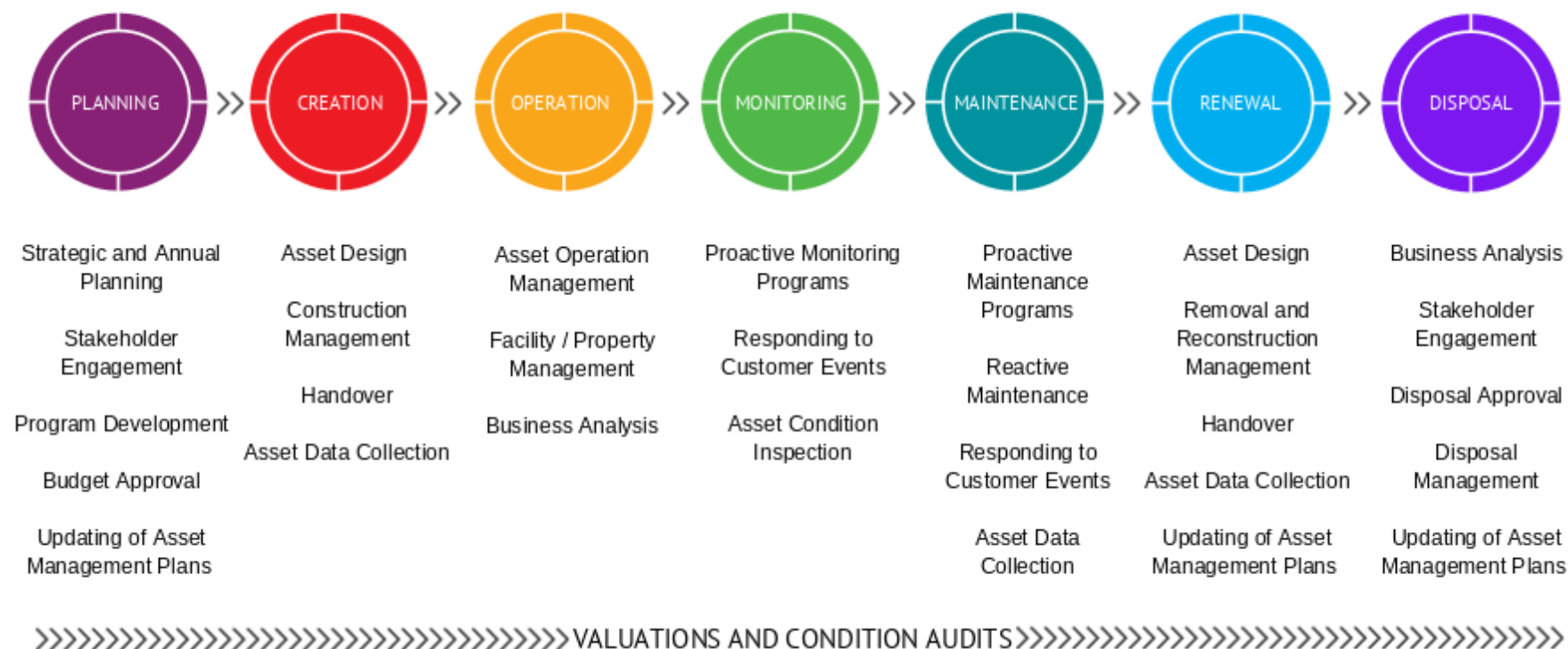
Legislation	Requirement
Aboriginal Heritage Act 1988	Provides for the protection and preservation of Aboriginal heritage and includes legislation governing the discovery, acquisition, damage or sale of sites, objects, or remains of Aboriginal significance
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of infrastructure assets
Development Act 1993	Sets development and building approval and requirements to control stormwater from developments
Disability Discrimination Act 1992, Disability Inclusion Act 2018 and other relevant disability legislation	Sets the standard for accessibility to eliminate, as far as possible, discrimination against persons on the grounds of disability
Environmental Protection Act 1993	Provides guidelines for protection of the environment; establishes the Environment Protection Authority and defines its functions and powers, amongst other purposes
Local Government Act 1999	Sets out the role, purpose, responsibilities and powers of local governments including the preparation of a Long-Term Financial Plan supported by infrastructure and asset management plans for sustainable service delivery
Local Government (Financial Management and Rating) Amendment Act 2005	Provides impetus for the development of a Strategic Management Plan, comprising an Asset Management Plan and Long-Term Financial Plan
Native Vegetation Act 1991	Provides incentives and assistance to landowners in relation to the preservation and enhancement of native vegetation; it controls the clearance of native vegetation amongst other powers
Work Health and Safety Act 2012 (SA)	Provides guidelines for protection of the health, safety and welfare of persons at work

6 - HOW WE PROVIDE THE SERVICE

In simplest terms, asset management is about how assets are ‘looked after’, both on a day-to-day basis (operation, monitoring and maintenance) and in the medium-to-long term (planning, creation, renewal and disposal).

ASSET MANAGEMENT **LIFECYCLE**

»»»»» SINGLE POINT OF TRUTH IN ASSET MANAGEMENT INFORMATION SYSTEM AND GEOGRAPHIC INFORMATION SYSTEM »»»»»

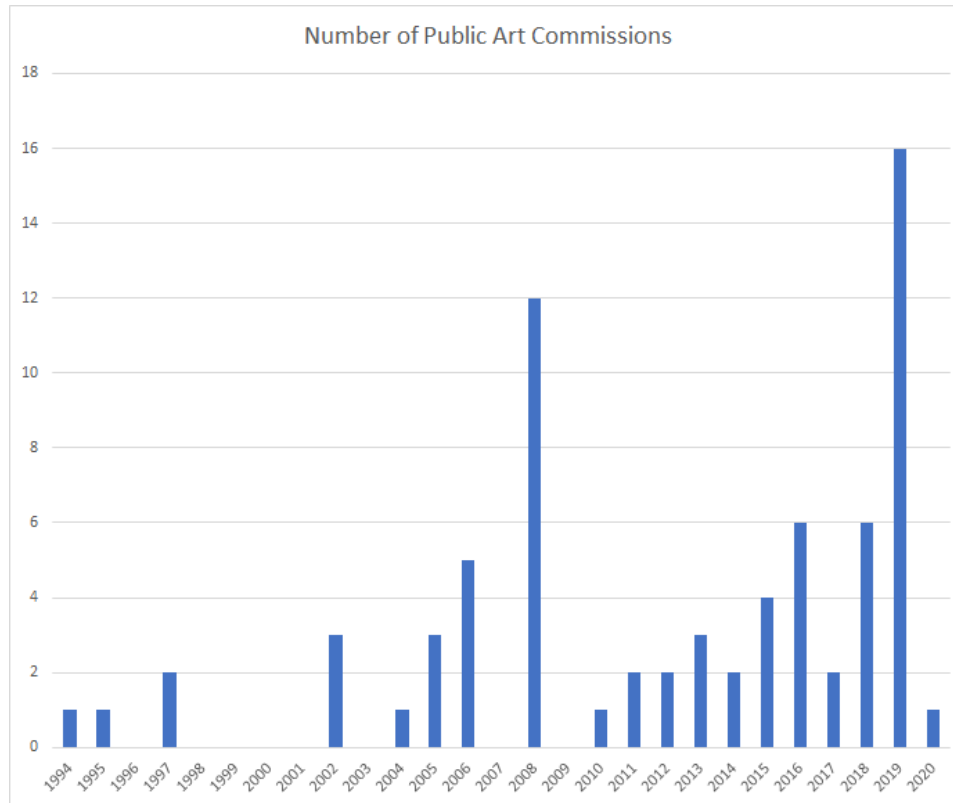


ASSET PLANNING AND CREATION

When specifying asset requirements, Council seeks to balance a range of factors including:

- Safety requirements by applying the hierarchy of hazard controls to designs to ensure hazards are eliminated, or where that is not reasonably practicable, are effectively controlled.
- Operational needs and functional requirements and where possible seek to identify innovation that may provide for greater level of efficiency or effectiveness in undertaking council's services or reduce risk of downtime.

Factors that impact on our environment or where the environment may impact on the function or lifecycle of the asset



The Public Art Guidelines 2020 - 2028 were endorsed by Council on 27 October 2020. The Guidelines provide framework for the life cycle of public art in the City of Marion. The commissioning of public art addresses many of the themes of the community vision, involves rigorous processes to ensure relevance to the community and consideration of whole of life costs.

Public artwork is generally developed as part of a new development, streetscape, reserve etc. Artwork is also developed in partnership with third parties such as Department for Infrastructure and Transport (DIT) road or rail.

There will be times that the artwork is also developed to express community issues, identity etc. or as part of a community art project and could range from permanent to temporary or ephemeral.

Some public murals are undertaken by the Art of Respect program.

The graph shows the pattern of Public Art commissions in Marion over the last 25 years:

Council is currently working on public artworks for Oaklands Connections, Mitchell Park Sports and Community Centre redevelopment (one work integral to the fabric of the building and one as a community arts project for inclusion in the building), Flinders Link culvert, Darlington Upgrade Redevelopment (with DPTI). Public art has also been included in the plans for some upcoming reserves.

Council have endorsed a three-year program to promote the use of stobie poles and utility boxes as a setting for community art within improved streetscapes. A budget of \$15,000 per annum has been allocated to this initiative.

A one-off budget of \$40,000 has been approved by Council for the 2020/ 2021 financial year to develop public art along the Sturt River Linear Park.

Council collaborates with the Department of Premier and Cabinet (DPC), Public Art and Design program which supports the commissioning of high-quality new works of art and design for public places by practising professional South Australian artists.

This program offers supplementary funding in three categories:

- Project Seed Funding
- Commission Support Funding
- Major Commission Funding (one per year for the State).

While budget allocations for public art are included in major projects, some reserves and open space projects and some streetscape projects, an annual budget allocation of \$25,000 per year assists in supporting the commissioning process for these and other public art projects.

While external grant funding is sought when available, the funding timelines do not always align with Council project timelines and this budget enables the concept development phase, and sometimes commissioning budgets, to occur within other project timelines.

This budget is also used for public art projects in other areas such as community hubs, neighbourhood, historic and/or economic precincts that are not specified as major projects.



Little Marion Skipping, Marion
Artist: Gerry McMahon, 2008
Photo: Sam Oster

The City of Marion Art Collection was initiated in 1941 with the purchase of The Cow Paddock (looking West over Tonsley) by Max Ragless. Between 1965 and 1985 nineteen artworks were purchased. An annual acquisition budget of \$5000 was established in the early 1980s and purchasing for the collection expanded from the 1990s onwards. This annual budget was reduced to \$4000 in 2016. A budget of this size enables the acquisition of one or two significant artworks or a number of smaller artworks. The budget is not always fully expended if appropriate works for purchase are not identified, however it enables staff to purchase works as they arise, for instance in exhibitions at Gallery M, Living Kaurna Cultural Centre, Chambers Gallery, SALA and at other relevant exhibitions.

Aims and objectives of the art collection

The aims and objectives of the City of Marion Art Collection are to:

- integrate art into the structure, fabric and daily life of the City of Marion
- develop a sense of identity and pride of place
- develop opportunities and relationships with community artists and emerging, mid-career and established artists who were born, live and/or work within the City of Marion
- promote art and artists as a valuable part of the community and assets of the City of Marion
- identify, challenge, reflect and contextualise art and cultural practices for the local community audience of today and for the future
- create an ambience of a creative, innovative and welcoming council
- support a workplace culture that reflects creativity and innovation
- animate and enrich public buildings within the City of Marion
- provide an effective community resource for the collection, display, exhibition, research and publication of visual art, craft and design

Acquisition criteria and selection process for the art collection

The following criteria are considered for acquisition of artworks for the collection:

- *Relevance* - Council collects artwork that is creative by artists who were born, live, work, exhibit in or make artwork about the City of Marion
- *Significance* - priority will be given to artwork that has significant historic, cultural, aesthetic or social value to the City of Marion
- *Condition and integrity* - the condition of the artwork must be taken into consideration prior to acquisition
- *Representative* - artwork may be prioritised if it is an excellent representative example of a particular genre of work or by a recognised artist
- *Duplications* - artwork that duplicates items that are already in the art collection will not be accepted unless they are of superior condition and/or of historic or significant value
- *Legal requirements* - council only accepts artwork where the donor or the vendor has legal title to the artwork

All artwork proposed for acquisition is assessed for relevance and condition by the manager of the team managing the collection. This is currently the Team Leader Vibrant Communities and Manager Community Connections.

Asset Planning and Creation Forward Program (external resourcing only)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Public Art	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Stobie Pole Utility Box Community Art Initiative	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sturt River Linear Park Artworks	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Art Collection Acquisitions	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Total	\$84,000	\$44,000	\$44,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000

Future Demands

Political, economic, social, technological, legal, environmental and relationship drivers that may impact future service delivery and use of assets are monitored via Council's environmental scan and corporate risk register.

Council recognises that climate change is likely to affect asset life and functionality. We are exploring what we can do to build asset resilience in response to climate impacts such as less rainfall overall, more frequent and intense rainfall events, increased frequency and intensity of bushfires, increased temperatures, more frequent and intense heatwaves and increased risk of coastal erosion and flooding as a result of sea level rise. Climate change currently has minimal impact on our artwork, culture and heritage assets; however, we will continue to consider climate change impacts within standard asset replacement processes.

The public realm in Marion serves a resident population estimated as at June 2019 of 93,000. It is also accessible to the wider Greater Adelaide population and visitors. The population distribution is currently split at 0-14 years 16.2%, 15-34 years 27.7%, 35 – 64 years 38.8% and 65 years and over 17.3% and is reflecting the general ageing trend in the wider community and is increasing at a rate of 1.23% per annum which is slightly above the rate of increase for Greater Adelaide.

Art in public places is commissioned for several reasons. The benefits to the growing and increasingly diverse Marion community are broad and wide reaching and address many of the themes in the Council Community Vision through:

- Helping to create a more attractive urban environment which reflects local character, community pride, ownership, sense of place and community identity.
- Being commemorative, interpretive, educative, celebratory, illustrative, functional, decorative, conceptual, experimental, innovative, entertaining, playful, or surprising creating and interpreting a range of meaning in the urban environment.
- Complementing natural settings in our public spaces.
- Encouraging opportunities for community involvement and participation through creative and practical skills development.
- Increasing community expression and awareness.
- Assisting the community to express and interpret issues facing them through the research, communication and expression of artists.
- Increasing an appreciation of art more broadly through equitable accessibility.
- Complementing the work of urban design professionals such as architects, landscape architects and urban designers.
- Creating vibrant destinations attracting tourists and visitors to places whilst attracting and retaining talent and trade to the City.
- Influencing or directing how people use or move through a space, including walking, cycling or driving vehicles.

Council has considered the following future demands during development of this Asset Management Plan:

Area	Demand	Impact on services	Demand Management Plan
Political	Political changes, Productivity Commissioner's report and possibility of council amalgamations.	Change in services or service levels.	Continue to liaise with neighbouring Councils.
Social	Changing community demographics, needs and expectations.	Change in services or service levels.	Monitoring community expectations. Communicating service levels and financial capacity with the community to balance asset priorities with what the community is prepared to pay for.
Technological	Being a smart organisation that uses data to drive decision-making.	Ability to deliver services at a higher operational level achieved through use of GPS data. Implementing Internet of Things within facilities, assets and services to understand current demand and identify opportunities to improve service delivery.	Use technology in public art where it enhances community value.
Legal	Legal changes.	Complex legal and compliance requirements.	Established compliance registers. Considered within standard replacement cycle. Decisions made on a range of evaluation criteria.
Environmental	Impacts of climate change.	Change in services or service levels.	Climate Risk Assessments will determine impact on asset useful lives. The City of Marion Carbon Neutral Plan 2020 – 2030 is currently being developed as a roadmap to reduce carbon emissions from Council operations by 2030.
Relationships	Collaboration between neighbouring councils and stakeholders within shared catchments	Improved information and data sharing.	Continue to work with neighbouring councils and share information.
Relationships	Collaboration between Cities of Marion, Charles Sturt and Port Adelaide Enfield.	Ability to deliver services at a higher operational level.	Adopting best practice principles across all three councils to deliver best value. Continue to engage and consult with key stakeholders.
Relationships	Testing of levels of service.	Improve understanding of costs and capacity to maintain current service levels.	Continue to analyse the cost of providing service and the capacity to fund at the required level of service.

ASSET OPERATION, MONITORING AND MAINTENANCE

Council operates, monitors and maintains assets to provide the defined level of service to approved budgets in the most cost-efficient manner.

Options for extended display of the art collection

The need to explore further options to increase community access to the collection has been identified as an improvement plan action. Staff previously explored the potential for an online gallery of the art collection. At the time, it was considered untenable as obtaining copyright permissions from all of the artists was resource prohibitive. While the legal title of all the artwork in the collection remains with Council (as the purchaser), the copyright of works remains with the artists (as the creators). This option will be explored further. Other options include an art loan scheme to various local community groups and businesses. This has been done previously with works of limited value but a more comprehensive process would need to be explored to ensure care and security of the artwork while on loan.

Maintenance

Council has a regular schedule for public art maintenance based on recommendations from the artists. Artists are required to provide an indicative maintenance plan at the concept phase and at the Design Development stage whereby the full maintenance plan is signed off before fabrication and installation.

There is a schedule of works based on the frequency recommended by the artist. A Customer Event System request is raised to the Civil team to undertake this work or in some instances a specialist is contracted to undertake the work.

There is a public art management cost centre of \$13,000 per year that covers maintenance of most works. The maintenance of other works included in more recent major projects or reserve developments are included in the maintenance budgets for those places as assets against those projects. These costs are reflected in the Open Space and Buildings and Structures Asset Management Plans.

The Public Art Operations and Maintenance budget may be subject to future cost pressures as new commissions, new community art initiatives and public art in State government infrastructure is completed.

Major repairs are an irregular and infrequent requirement for Council's Public Art collections. Any such Asset Renewal would be subject to Council endorsement following consideration of other options. No assets have been identified for major repairs in this plan.

There are no budgets for operational or maintenance expenses for any of the other asset groups in this Plan.

Asset Operations and Maintenance Forward Program (external resourcing and Civil Field Services only)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Public Art	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000

Condition Data of Public Art works is monitored as follows

- Structural condition recorded by Technical Officer – Asset Systems
- General condition jointly recorded by Field Supervisor Civil Services, Field Supervisor Open Space, and the Public Art and Placemaking Officer (quarterly inspections)
- Risks to Public Safety or the Physical Integrity of Artworks are recorded and acted upon through the Customer Events system

Generally internal resources are used for this activity.

ASSET RENEWAL AND DISPOSAL

Asset renewal is an irregular and infrequent requirement for Council's Public Art collection. Asset Renewal is subject to Council endorsement following consideration of other options as outlined in the Public Art Guidelines and supporting process maps. No assets have been identified for renewal in this plan.

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for disposal for this plan.

A work of art may need to be removed from public display for a range of reasons including:

- if the artwork has deteriorated in its condition to a point where public safety is at risk
- the cost of restoration is more than the original cost of the work
- the cost of ongoing maintenance is prohibitive
- if the conditions of the site impact on the artwork and compromises its integrity
- the artist raises concerns regarding the condition of the work, or if changes to the site affect the artist's original intent or moral rights
- the artwork is no longer relevant to the community
- a finding that the work does not comply with the Public Art Guidelines

Impartial expert advice is sought before removing an artwork. The views of a number of stakeholders are also considered.

7 - RISK MANAGEMENT

Risk management provides a process for the selection of treatment plans and management actions to protect the community against unacceptable risks. Risk assessment identifies credible hazards, the likelihood of the hazard event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks

An assessment of risks associated with service delivery from fleet assets, using Council's risk matrix, has identified the hazards that will result in significant loss, 'financial shock' or a reduction in service:

Hazard	Current Controls	Current Rating	Further Actions	Forecast Rating
Future external funding of commissioning of Public Art is not secured.	Scale of commissioning kept within council project resources if required.	Medium	Consider other funding and cost options.	Low
Lack of maintenance allows deterioration of Public Art works.	Consideration of ongoing maintenance needs is made at the commissioning stage. Monitor asset condition and maintain accordingly.	Medium	Increase maintenance levels and consider options to reduce vulnerability.	Low
Inappropriate maintenance activity detracts from original artistic intent and integrity of artwork.	Maintenance guidelines for specific works prepared.	Medium	Application of Public Art Guidelines.	Low
Public Art commissioned inconsistently across the City of Marion.	Community Cultural Development Team involvement at budget establishment and at the initiation of potential Public Art commissioning.	Medium	Application of Public Art Guidelines and process maps.	Low
Extreme weather events damage Public Art assets.	Reduce vulnerability through improved structures where appropriate.	Low	Ongoing monitoring.	Low

Critical assets are those which have a high consequence of failure causing significant loss or reduction of service. Investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas. Activities may include increased inspection frequency and higher maintenance intervention levels.

No assets within this plan have been identified as critical.

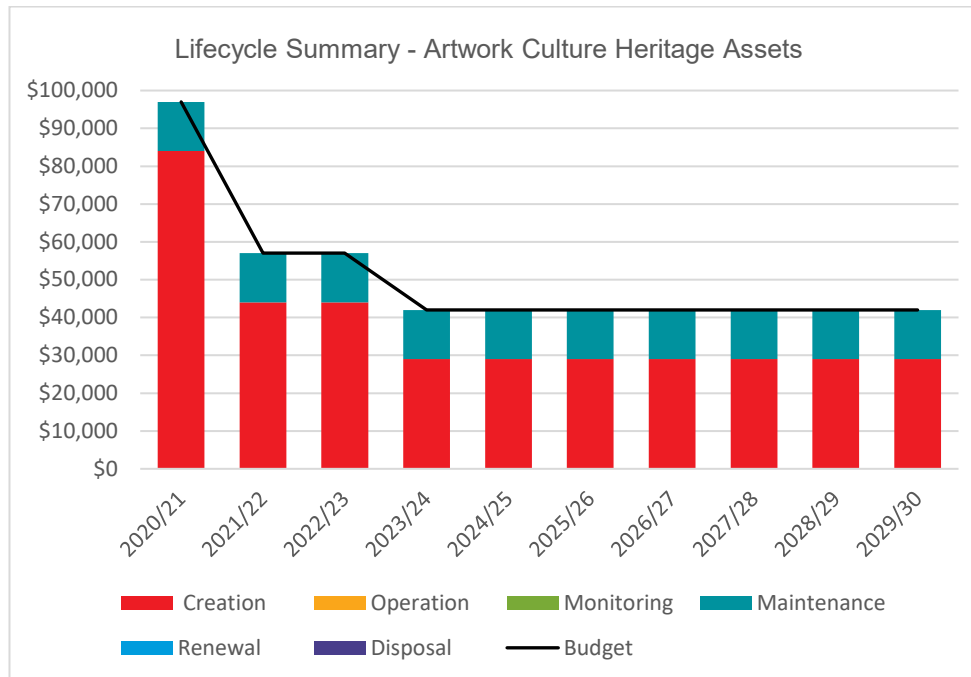
8 - WHAT IT WILL COST AND HOW WE WILL PAY FOR IT

Financial Statements and Projections

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

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Funding Strategy



This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year period.

This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

All figures in Council's Asset Management Plans are in present value (today's dollars) as a number of factors influence the indexation rates. When incorporating the figures into Council's Long-Term Financial Plan, relevant indexations linked to the type of expenditure will be applied.

These figures will be revisited with each iteration of the Long-Term Financial Plan.

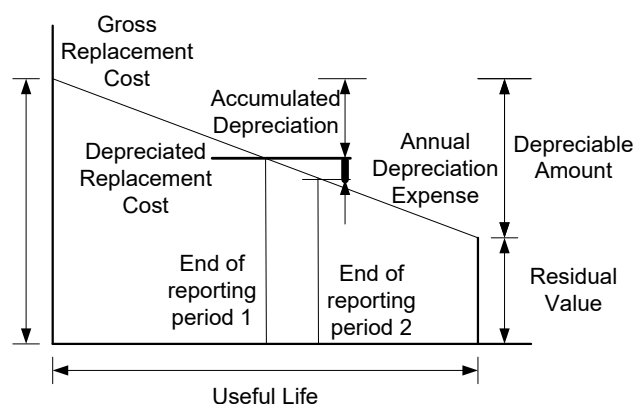
Lifecycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Lifecycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The lifecycle cost for the services covered in this Asset Management Plan is **\$0.505M** (average operations and maintenance expenditure plus depreciation expense projected over 10 years). The depreciation expense will increase as new public art works come into service increasing the Gross Replacement Cost.

Lifecycle costs can be compared to lifecycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Lifecycle expenditure includes operations, maintenance and renewal expenditure. Lifecycle expenditure will vary depending on the timing of asset renewals. The lifecycle expenditure over the 10-year planning period is **\$0.505M** (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

Valuation Forecasts

Although many of the Artworks, Culture and Heritage assets do not have significant commercial worth and/ or resale value, they have cultural and social significance to the community and reflect the creativity, diversity and heritage of our City.

The value of assets recorded in the asset register at 30 June 2019 covered by this asset management plan is shown below.



Gross Replacement Cost **\$2.13M**
 Depreciable Amount **\$2.13M**

Depreciated Replacement Cost
 (Written Down Value / Fair Value) **\$1.16M**

Annual Average Asset Consumption **\$0.041M**

Council's useful life of public art is generally at least 40 years. This may vary from 5 to 10 years for murals or 15 to 50 years for large scale artworks depending on the site and project.

Rate of Annual Asset Consumption **2%** (Depreciation/Depreciable Amount)
 Rate of Annual Asset Renewal **0%** (Capital renewal expenditure/Depreciable amount)

This reflects the fact that these assets are not subject to Capital Renewal

Public Art was valued in 2018 by Jones Lang LaSalle (JLL). Gross Replacement Cost of Public Art is **\$1.23M** and a Fair Value of **\$1.07M** with annual depreciation of **\$29,945**.

The portable art collection has a Fair Value of **\$160,095**. Note: Only six individual assets are above the materiality threshold of \$3,000 Fair Value.

Mayoral robes are insured to a value of **\$48,900**.

Band Instruments have a Gross Replacement Cost of **\$334,220** and a Fair Value of **\$89,317** with annual depreciation of **\$10,965**.

The table below details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates.

Key Assumptions	Risk of Change to Assumptions
Community level of service expectations remain consistent.	Low
Climate Risk Assessments may impact asset useful lives	Low
Carbon Neutral Plan may impact asset planning and renewal evaluation criteria	Low
No significant changes in legislation.	Low
The materiality threshold is \$3,000.	Low
Assets should have a useful life of greater than one year in order for the expenditure to be capitalised and have a value above the Materiality Thresholds described below. Any expenditure considered to be Capital must also pass a materiality test. Materiality levels are set so as not to misstate Financial Statements and to provide a guide whether it is practical from an Administrative perspective that expenditure is capitalised.	Low
Networked/Aggregate Assets - Expenditure can still be capitalised on items that fall below materiality thresholds individually but operate together as a cohesive whole to form a substantial/significant total value. Examples are the Computer Network, Library Books, and Reserve Furniture.	Low
The Long-Term Financial Plan will not change over the planning period.	Low
The new asset management system will be able to capture operations and maintenance costs to better manage the overall expenditure.	Low
Operation and Maintenance costs for new assets will be consistent with the operation and maintenance costs of existing assets.	Low

9 - WHAT WE WILL DO NEXT - IMPROVEMENT PLAN

	Task	Responsibility	Timeline/Frequency
1	Ensure asset handover process is utilised to ensure asset acquisition, upgrade, renewal and disposal is captured and communicated to maintain the Asset Management Information System.	Asset Owner – Manager City Activation	Ongoing
2	Review and revise chart of accounts to facilitate consistent and accurate cost allocation for all asset expenditure aligned with the Asset Management Lifecycle.	Manager Finance	Ongoing
3	Investigate options to conduct Climate Risk Assessments for City of Marion assets and the forecast impacts on asset useful lives	Unit Manager Asset Solutions	June 2021
4	Consider the need for the Cultural Heritage Archive (Marion Heritage Research Centre Collection) to be included in the scope of this plan	Asset Owner – Manager Community Connections	June 2021
5	Investigate the consolidation of the stored art collection	Asset Owner – Manager Community Connections	June 2021
6	Revise valuation procedures and valuer briefing to better reflect needs of Asset Management Planning cycle	Unit Manager Asset Solutions	June 2021
7	Explore options to increase community access to City of Marion Art Collection	Asset Owner – Manager Community Connections	June 2021
8	Develop targets for Community Levels of Service	Asset Owners – Manager City Activation and Manager Community Connections	June 2021
9	Investigate feasibility of adding additional questions of Council's future Community Satisfaction Surveys	Unit Manager Asset Solutions	June 2021
10	Explore alternative asset management systems (as part of council's Digital Transformation initiative) to monitor servicing schedules, record maintenance activities undertaken, and impacts of asset downtime.	Unit Manager Asset Solutions	June 2021 (highly dependent on other factors)
11	Ensure all Public Art commissioning is executed in accordance with Public Art Guidelines 2020-28	Asset Owner – Manager City Activation	June 2021 then annually
12	Regularly revalue Public Art assets as they are acquired	Asset Owner – Manager City Activation	June 2021 then annually
13	Monitor Operations and Maintenance expenditure on Public Art through Civil Operations, Open Space Operations and Buildings and Property and ensure a consistent approach is applied as per Public Art Guidelines	Asset Owner – Manager City Activation	June 2021 then annually
14	Improve condition monitoring of public art through regular inspections by structural engineer (potentially engaging external consultant)	Asset Owner – Manager City Activation	June 2021 then annually
15	Annual review of KPIs and benchmarks aligned to Asset Management Strategy.	Unit Manager Asset Solutions	June 2021 then annually
16	Undertake annual review of Asset Renewal Funding Ratio for asset class to ensure assets are being renewed as they are consumed (Ratio of 1.0)	Unit Manager Statutory Finance and Payroll	June 2021 then annually

	Task	Responsibility	Timeline/Frequency
17	Update this Asset Management Plan during annual budget planning processes to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.	Asset Owner – Manager City Activation	November 2021 then annually
18	Improve documentation of procedures for ongoing management of Artworks,Culture and Heritage assets	Asset Owners – Manager City Activation and Manager Community Connections	December 2021
19	Complete the transition of existing asset data into the new Council Asset Management System	Asset Owner – Manager City Activation	June 2022
20	Improve documentation of procedures for ongoing management of Band Instrument collection	Asset Owner Manager- City Activation	June 2023
21	Undertake a full review of this plan in 2024 and thereafter within two years of each Council election or any review to Council's Strategic Plan	Asset Owner – Manager City Activation	November 2024

APPENDIX A: Budgeted Expenditures Accommodated in Long Term Financial Plan

All figures in Council's Asset Management Plans are in present value (today's dollars) as a number of factors influence the indexation rates. When incorporating the figures into Council's Long Term Financial Plan, relevant indexations linked to the type of expenditure will be applied.

Year	Creation	Operation	Monitoring	Maintenance	Renewal	Disposal	Budget
2020/21	\$84,000	\$0	\$0	\$13,000	\$0	\$0	\$97,000
2021/22	\$44,000	\$0	\$0	\$13,000	\$0	\$0	\$57,000
2022/23	\$44,000	\$0	\$0	\$13,000	\$0	\$0	\$57,000
2023/24	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
2024/25	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
2025/26	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
2026/27	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
2027/28	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
2028/29	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
2029/30	\$29,000	\$0	\$0	\$13,000	\$0	\$0	\$42,000
TOTAL	\$375,000	\$0	\$0	\$130,000	\$0	\$0	\$505,000

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Front Cover Artwork

Title: Dig and Delve

Year: 2018

Created by : Laura Wills and Will Cheesman

Location: Hendrie Street Reserve Inclusive
Playground, Park Holme